Raleigh Police Department 2009-2014 Strategic Plan

Revised 7/31/10

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"Raleigh Police Department 2009-2014 Strategic Plan"

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The Raleigh Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies.

Introduction

DATE: September 21, 2009

TO: J. Russell Allen, City Manager

FROM: Harry P. Dolan, Chief of Police

SUBJECT: Raleigh Police Department Strategic Plan 2009-2014

Chief Harry P. Dolan

We are proud to present the *Raleigh Police Department 2009-2014 Strategic Plan.* This plan is a result of input from members of the department and our community. Beginning in November 2008, and over the subsequent months, department personnel participated in brainstorming sessions designed to collect internal feedback. Community meetings were held in each of the city CAC areas to allow community members to offer input. At each department or community meeting, participant groups were asked to discuss the areas in which the department performed well and to prioritize areas where the department should place additional focus. The results of these meetings were entered into a database and summarized. In addition, we accepted feedback via an online web-based survey from citizens who were unable to attend a meeting.

These results were brought to Command Staff retreats in early 2009. At these retreats, the ideas from the brainstorming sessions were divided into five unique planning areas for 2009 through 2014 with an emphasis on priorities as set by the community and department employees. Strategy champions for each area were selected to catalyze the ideas into strategies and workable action steps. The *Raleigh Police Department 2009-2014 Strategic Plan* sets the primary goals and objectives for the department over the next five years. Each month the Command Staff of the department will review the Strategic Plan. The plan will be updated with our progress toward these goals. We view the plan as a "living document" which can be amended when necessary. The five planning areas highlight the areas that were believed to need the greatest focus. The planning areas are as follows:

One – Crime Prevention and Community Oriented Government
Two – Personnel Development
Three – Innovation and Technology
Four – Organization and Infrastructure
Five – Aggressive Crime Response and Tactics

As exhibited under the Crime Prevention and Community Oriented Government goal, a significant focus is being placed on the future of the children and families in the City of Raleigh. The goal of Crime Prevention and Community Oriented Government addresses growing community concerns regarding gangs, drugs, and illegally possessed firearms. These issues were particularly stressed as priorities during our community feedback sessions.

Further opportunities for training, leadership, diversity, and wellness for department personnel are created in the Personnel Development goal, while the Organization and Infrastructure goal strongly accentuates the continuing need for crime analysis and technology. We are enthusiastic about developing each of these goal areas, which will provide opportunities for the department to enhance service delivery to our community.

Finally, let me thank all of the Raleigh Police Department personnel who worked to put this plan together. Our internal strategic planning team consisted of Sgt. Shawne Anderson, Stacey Joyner, Dawn Myers, Jessica Scully, and Marianne Sweden. They have put together a document we are proud to use as a road map into the next five years.

Mission, Values, Guiding Principles

Our ***mission*** statement is intended to convey what we believe to be the fundamental purpose of our department:

In the spirit of service, the Raleigh Police Department exists to preserve and improve the quality of life, instill peace, and protect property through unwavering attention to our duties in partnership with the community.

Our core ***values*** are fundamental convictions and beliefs that we hold so firmly that they cannot be altered by circumstances. Our values and how we define our values serve as our ethical compass in making decisions and taking actions.

Service - We set the highest possible standard of excellence as we serve and protect the community; seeking to maximize the benefits we provide in the interest of community well-being.

Courage - Our valor proves us worthy of the trust given to us by this community. Our words and actions demonstrate the willingness to venture into danger and difficulty when our duties call for it.

Fairness - We practice impartiality, equity, and honesty without self-interest, prejudice and favoritism. We treat people with dignity and respect.

Integrity - We strive to be forthright and honest in all of our affairs and to maintain the highest moral and ethical standards of character and conduct. We are accountable for our duties and actions. We will willingly give reasons for our actions and accept responsibility for them.

Compassion - We continually remember that our work involves interactions with people, many of whom are undergoing trying circumstances. We display patience and sympathy for those in distress as we work to alleviate harm and suffering.

Our ***guiding principles*** must be at the core of how we lead and do our work.

Our Commitment to Our People

Our Commitment to Professionalism

Our Commitment to Leadership

Our Commitment to Innovation and Interoperability

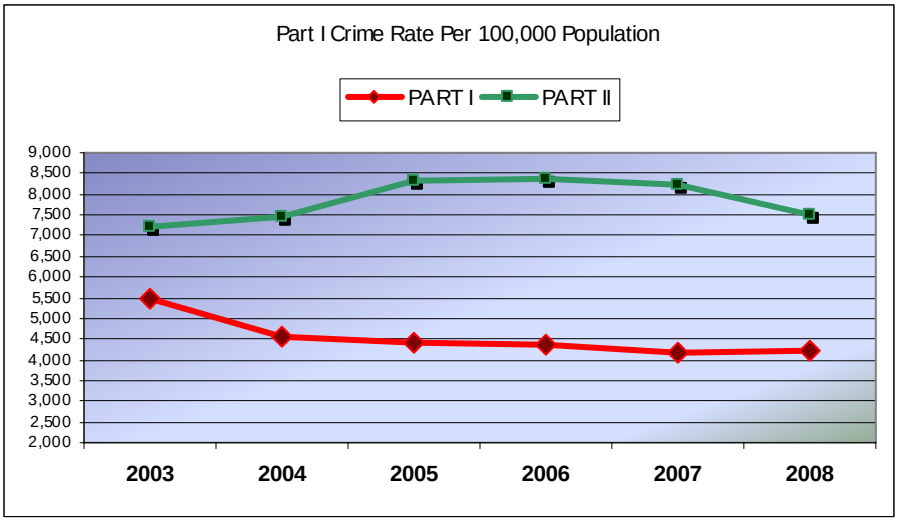
Our Commitment to Organizational Change

Previous Five Years: Trends And Accomplishments

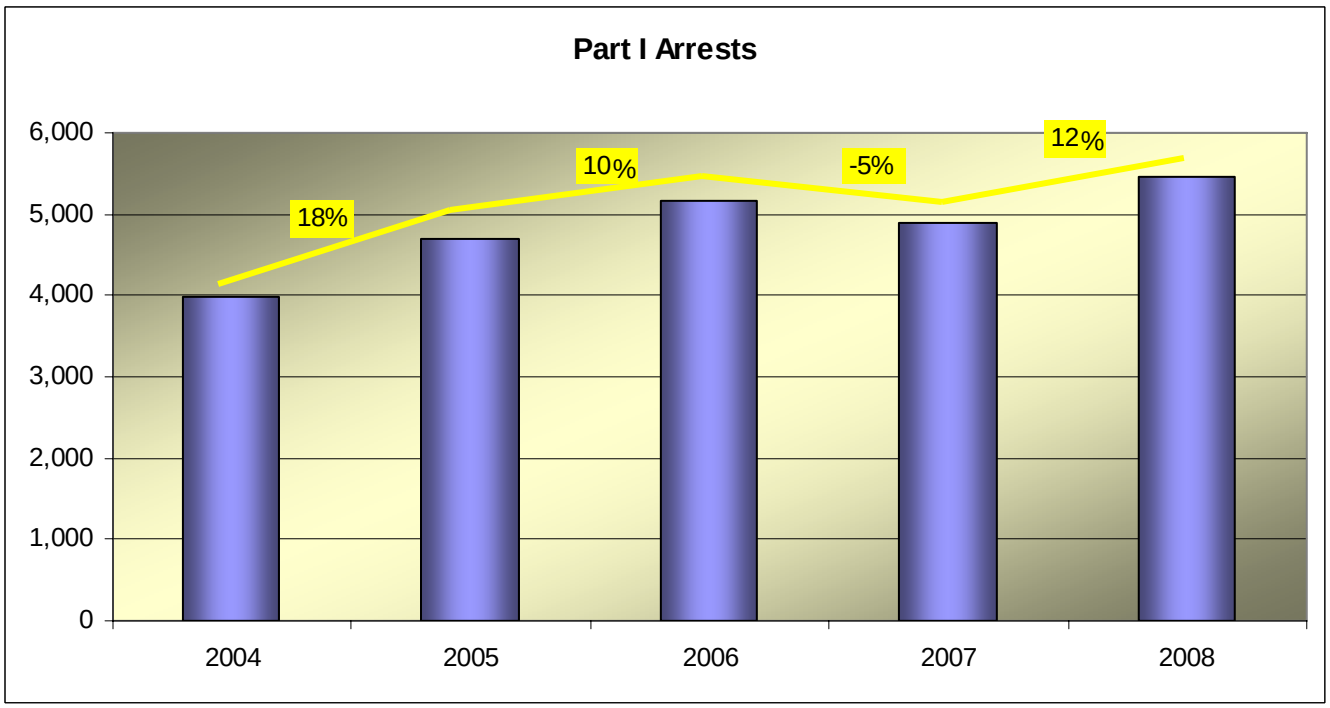
Over the past five years, the Raleigh Police Department has faced many new challenges. RPD has approached each one head-on, and has grown in many ways with each challenge faced. The following is an overview of the emerging trends in crime over the past five years and the accomplishments of RPD in its efforts to protect life and property in the city of Raleigh.

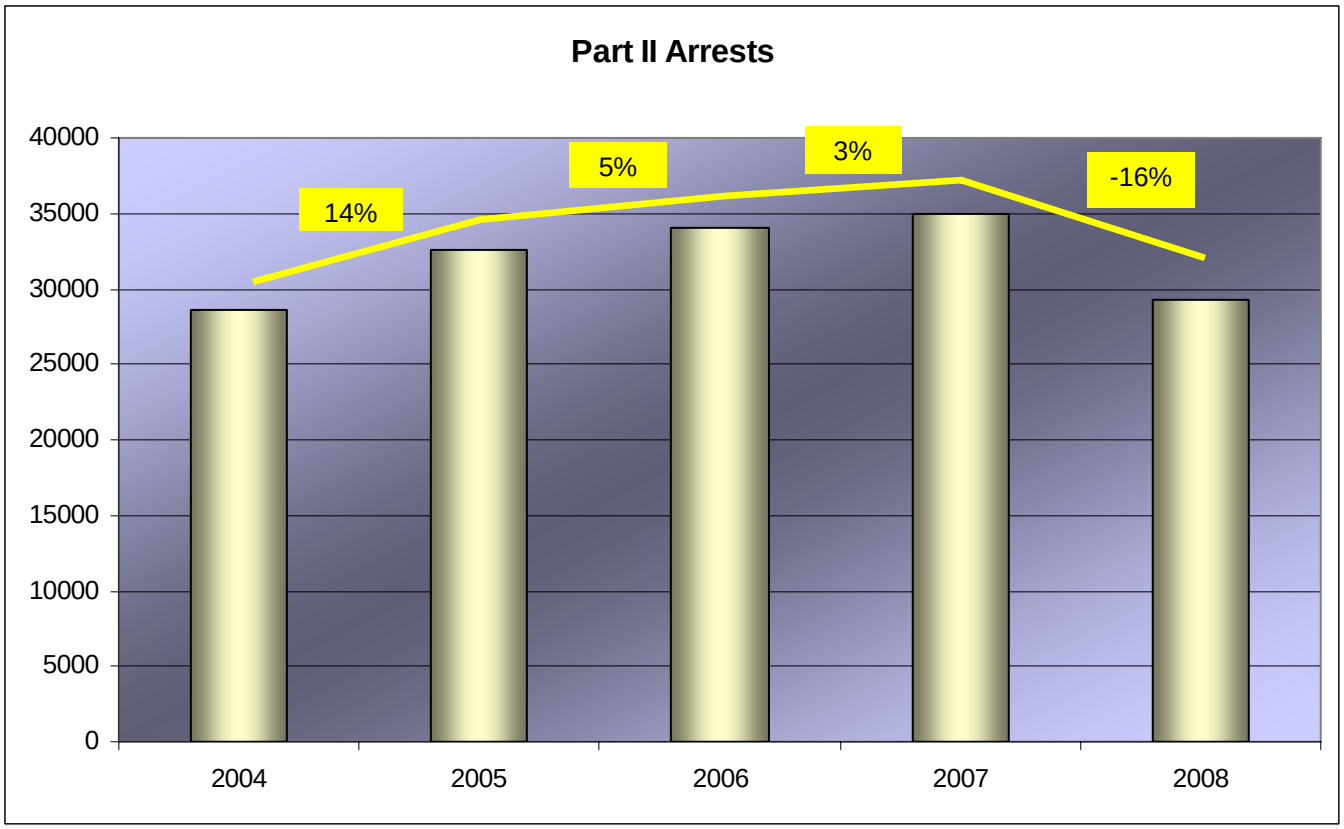
Crime information and trends

The number of incidents in the violent crime category have fluctuated over the past five years. Despite these fluctuations, there has been an overall decrease in Part One crime by seven percent. Part One crimes are defined by the FBI's Uniform Crime Reporting and include murder, rape, robbery, assault, burglary, larceny, motor vehicle theft and arson.



While 911 call volume has stayed constant, we have seen a 20 percent increase in officers' self-initiated activity. This shows that while RPD's officers are responding to the same number of citizen requests for service, they are increasing their call volume by initiating activity on their own. We believe this effort has been reflected in the overall stability of our per capita (per 100,000) crimes. When looking at the graph illustrating our per capita Part I and Part II crimes from 2003-2008, the reader will notice the rates have remained nearly same if not fallen. This is true despite the fact that our city's population has grown by more than 51,000 people.





Although the number of overall arrests were down in 2008 in comparison to the previous three years (2005-2007), arrests for Part One offenses have shown an increase each year with the exception of 2007. Over the past five years (2004-2008), there has been a 37 percent increase in arrests for Part One offenses.

Locally, thefts of copper and other metals have been on the rise over the past five years, but with cooperation from other law enforcement agencies and good communication with scrap metal dealers, it has been kept under control.

A variety of crime patterns have also emerged over the past five years. Offenders have cut electricity to buildings to disable alarms. They have targeted specific locations for robbery, such as video stores, dry cleaners, and convenience stores. They have even towed disabled vehicles that had been left on Interstate 440, which were then sold to scrap yards. Motorcycles have been stolen and placed in the back of vans for more discreet transportation. Advances in technology have created a variety of new products targeted for theft, including GPS devices, MP3 players, and LCD televisions.

Offenders often try to set themselves apart in some way. In 2004, numerous robberies were committed by a suspect who wore a skeleton mask. A more specific robbery pattern of convenience stores was attributed to an offender named Samuel Kerr. Thanks to RPD's Robbery Squad and Firearm Suppression Team, Kerr will be serving 30 years in federal prison. Various new strategies have been developed by RPD to help fight crime across the city. Some of these include:

- Project 110%: an initiative to develop and test local efforts to change areas harmed by gang members and violent gang activity into more attractive, safe and prosperous communities

- Robbery Suppression Initiative Problem-Oriented Policing Project: a plan to reduce the number of convenience store robberies in Raleigh through comprehensive strategies focusing on education, prevention and suppression
- Reducing Firearm Violence 10-Point Plan: aims to reduce criminal activity involving firearms and to heighten community awareness through the coordination of law enforcement efforts and community partnership
- Probationary Rental Occupancy Permit: requires landlords to take greater responsibility for their residential rental properties

Technology and Equipment

RPD has adopted many technological advances in recent years. One of the major technological shifts has been to move from writing incident reports, citations, and crash reports on paper to composing them in electronic systems.

In 2003, RPD officers and detectives began using a program called KOPS Mobile, which allows them to write and file incident reports, case supplements, and field interview reports electronically. The addition of E-Citation and E-Crash to officers' in-car computing options means that citations and crash reports can be completed more quickly and data transmitted more efficiently to both the RPD Records Section and other government agencies.

An internal website called RPDnet acts as a central location for the distribution of wanted posters, policy information, and investigative resources that patrol officers can access on the street.

RPD's equipment has also seen some changes. Patrol vehicles are being outfitted with LED programmable light bars, digital in-car camera systems, and in-car printers. RPD has also purchased 800-MHz radios in order to more easily communicate with other agencies. Equipment has also been purchased by the department to aid in the tracking of cell phones and vehicles. This equipment has proved invaluable during the investigation of cases and tracking of suspects.

RPD will soon make the switch to a new duty weapon. The new handgun will be more cost-efficient for the department to maintain, and is easier to customize in order to improve an individual officer's proficiency. In the near future, RPD will be issuing patrol rifles, which are considered a more tactically sound option than the traditional police shotgun in many situations officers face today. TASERs were first issued in February 2007, and have been issued to many officers in order to allow them another less-than-lethal means to control suspects during aggressive encounters.

Policy, Training and Units

The department has made many advances regarding the development of new units and the implementation of new policies and training. To recognize the achievements of RPD personnel, an annual awards ceremony, along with a monthly newsletter, honor various accomplishments and recognize outstanding case work.

A new training program, using Simunitions in "force-on-force" scenarios, places officers in realistic situations and provides them an opportunity to train in the use of deadly force in the most realistic way possible while maintaining their safety. Officers also train in a live-fire shoot house, which further expands deadly force training. RPD has expanded its driver training by allowing sworn personnel to train in pursuit driving at the North Carolina State Highway Patrol's training center, and has also added Doron driving simulators at the department's training facility. These options test both an officer's skill and decision

-making ability. Training classes have been expanded to include classes in gangs, interview and interrogation techniques, and homicide cases.

We have moved toward an emphasis in less traditional topic areas. The Raleigh Police Department has hosted training from nationally recognized experts in tactical communications and emotional survival. We have strived to be innovative in our training as well. 2009 saw the inaugural session of the Raleigh Police Department Leadership Institute. The goal of the institute was to provide our officers with the highest quality leadership training available anywhere in the U.S.

Crime analysis, which is used to track and find trends and patterns in crime activity, has also been expanded. There are currently nine full-time crime analysts at RPD--one assigned to each of the six districts, two in the Detective Division, and one in the Gang Investigative Unit.

The Detective Division has been broken down into crime-specific investigative units, which include Homicide, Special Victims, Robbery, Burglary, Aggravated Assault, and Financial Crimes. By allowing detectives to become specialists in crimes which require a unique knowledge base to investigate, more cases are being cleared.

New specialized units have been developed as well. The Crash Reconstruction Unit has been implemented to investigate serious and fatal traffic crashes. The Firearms Suppression Team helps track and prosecute crimes that involve firearms. The Fugitive Unit specifically focuses on locating criminals that have been more successful at evading capture. Many fugitives are armed career criminals, and because they pose a greater risk to officers and the community, need to be arrested without any unnecessary delay.

The Raleigh Police Department has made great strides over the past five years. The department has used its resources in the most efficient ways possible to expand its services to the citizens of Raleigh. RPD's goal for the next five years is to continue to expand its outstanding service to the community.

The Process

In August 2008, representatives from the Raleigh Police Department met with the School of Government at the University of North Carolina at Chapel Hill to discuss how they could help RPD to develop and write a strategic plan. As consultants for the project, the School of Government was responsible for meeting with key members of RPD to ensure that recommended guidelines were followed in order to produce the best product possible. The team from the School of Government, which has assisted various communities and organizations throughout the area in their strategic planning efforts, was comprised of the following members: Lydian Altman, Margaret Henderson, Gordon Whitaker, and Paul Caldwell.

The first step in creating the strategic plan was the gathering of information. At RPD, sworn personnel who hold the rank of Lieutenant or above are often referred to as the command staff. Two retreats were held with members of the command staff: the first occurring on November 4, 2008 and the second on January 5, 2009. The main goal of these retreats was to determine the planning areas RPD wanted to address during the next five years. Both meetings were facilitated by Rick Rocchetti, Organization Development and Training Manager for the City of Raleigh, who led group discussions on several topics, including the greatest accomplishments of RPD over the last five years and the areas which will require department planning during the next five.

During both retreats, the command staff also engaged in a planning exercise known as a S.W.O.T. analysis, to identify the organization's strengths, weaknesses, opportunities, and threats. This analysis helped to more specifically identify both where people currently saw the department and where they envisioned it in the future. Some of the strengths that were mentioned included the dedication of RPD's staff, commitment to tradition, solid leadership, public support, incorporation of current technology, and orientation toward public service.

Areas of weakness which were singled out for improvement centered on themes of personnel. More specifically, it was determined that RPD should put more effort into recruiting and retention, as well as developing leaders and supervisors. It was also felt that as officers retire, there was a loss of institutional knowledge. It is important for this knowledge to be passed on in order to maintain some of the existing strengths, such as the commitment to tradition and solid leadership. It was also mentioned that there was a need for improvement in external communication, such as updates to the department's public website.

One of RPD's greatest opportunities lies within the newly hired members of the department. RPD's goal is to hire people who hold the mission, vision and values of the police department in high regard, as these individuals are the future generations of the police department. Today's management team is provided with an opportunity to develop these officers into tomorrow's leaders. Advances in information technology also provide RPD with opportunities. They allow greater access to information and an ability to disseminate this information to officers more quickly. The citizens of Raleigh also play an important role; partnering with them in crime fighting efforts allows RPD to remain a proactive agency rather than a reactive one.

The recent downturn in the economy has posed multiple threats to RPD. The first comes in the form of a leaner budget. Budget cuts affect all areas of the department, providing less funding for both training and supplies. The second threat, which also exists as a result of the economy, is a larger applicant pool for department vacancies. One might be surprised to find this condition framed as a "threat." However, the Raleigh Police Department needs to remain vigilant during the hiring process in order to maintain the high standards that are set for employees and ensure that applicants are joining the police department with a desire to serve their community. From an enforcement perspective, the recent growth of organ-

ized criminal groups is a high priority. Both street gangs and extremist groups are growing every day, and law enforcement must take the necessary precautions in order to keep this threat under control.

During the retreats, members of the command staff were also asked to re-evaluate the mission, values, and guiding principles of the department, as these concepts are used to guide decision making. Careful review of these ideals is necessary to make sure they are kept current with an ever-changing culture. While the command staff determined that the mission and guiding principles should remain the same, they felt that RPD's concept of values should take a more compassionate stance and revised the values statement to read as follows: "We continually remember that our work involves interactions with people, many of whom are undergoing trying circumstances. We display patience and sympathy for those in distress as we work to alleviate harm and suffering."

The final and most important goal of these retreats was to allow the Executive Staff to determine the five planning areas that the Raleigh Police Department would need to address into the year 2014. They are: Crime Prevention and Community Oriented Government Initiatives, Personnel Development, Innovation and Technology, Infrastructure and Organization, and Aggressive Crime Response and Tactics.

From the beginning of the strategic planning process, Chief Dolan felt it was important to obtain feedback from Raleigh's employees and citizens when determining where planning efforts would be directed. This goal was approached from two angles. First, the department held a series of in-person feedback sessions. Second, an online survey was used to gather information from citizens. At the in-person feedback sessions, participants were asked to identify where they thought the department should focus its efforts, resources, and personnel over the next five years. Smaller discussion groups compiled lists of three or four ideas. These small groups presented their lists before the larger group, working together to develop a master list of ideas. At the end of the meeting, each individual was allowed to indicate which three items from the master list were his or her top priorities.

Twenty-eight of these feedback sessions were held throughout the city between January and March of 2009. These sessions were facilitated by RPD staff who had received training in the group technique from the UNC School of Government. Three hundred and fourteen citizens attended these meetings, which were advertised through fliers in residential neighborhoods, media notifications, and postings on RPD's website. The department also held meetings to seek feedback from local religious leaders and social agencies that provide mentoring services to youth. Three very clear priorities for the Raleigh Police Department were identified as a result: gang investigation and suppression, property management of rooming houses or vacant structures, and drugs and vice enforcement.

Employees, both sworn and civilian, participated in meetings that followed the same format. These meetings were held during dayshift hours, as well as Sunday mornings; this allowed as many employees as possible to participate regardless of shift considerations. Three hundred and twenty-seven employees participated in these meetings, which produced a different set of priorities than those identified by citizens. Competitive pay and benefits was a top priority, and paid overtime as opposed to compensatory time was discussed. This was followed by recruitment and retention of employees, and the creation of a more workable schedule; the challenges of coordinating training and court attendance while still allowing officers to have time off can be cumbersome. Court time management, a closely related issue, was also highly prioritized. Officers expressed a concern over spending time in court when they were not needed or utilized. This may have occurred as the result of subpoenas or regularly scheduled court dates. Officers asked for assistance from the department in minimizing this problem.

The second method for gaining feedback was the use of an online survey created by the UNC School of Government staff. A link to the survey was posted on RPD's website, and was completed by 318 participants. While this is a small

response rate in comparison to the city's population, it demonstrated the police department's ability to communicate using this type of technology. The data gathered from the online survey was analyzed by the School of Government. The results showed that online respondents had one of the same top priorities as meeting participants, which was greater anti-gang activity. Online survey respondents differed from the meeting participants in that their other top priorities were high-visibility patrols (such as foot and bike patrols), and the addition of community-based officers.

Data collection was completed by April 1, 2009. Chief Dolan and the Executive Staff (those at the rank of Major and above) held two meetings in which the UNC School of Government guided them in constructing an outline for the strategic plan using the data from the feedback sessions as a guide. At these meetings, the Executive Staff determined the goals, objectives, and strategies the Raleigh Police Department would pursue over the next five years. While some of the items were pre-determined prior to the construction of the outline, many of them were developed as a direct result of the Executive Staff's expertise and experience, as well as the feedback data.

Once the outline for the plan was completed, Chief Dolan requested that both the command staff and select civilian employees participate in constructing each of the fifty-seven strategies and determining how they would be executed in the next five years. These staff members were divided into five work teams representing each of the five planning areas, which were led by either the Deputy Chief or a Major. The School of Government staff provided training with a model for planning these strategies, which was centered on the use of a structured worksheet and logic model.

As the worksheets were completed, they were submitted to the team leaders and the Interim Strategic Planner. A series of presentations that described the proposed methods for implementing the planning strategies were made by the work teams throughout the months of June and July 2009. Chief Dolan and other staff members provided notes on the strategies that were then revised by their authors. All final versions of the strategy plans were submitted by July 31, 2009. The final Strategic Planning document was written by members of an internal committee comprised of Chief Dolan, Sgt. Shawne Anderson, Marianne Sweden, Dawn Myers, Jessica Scully, and Stacey Joyner.

Each of the following five sections represents one of the major planning areas for the Raleigh Police Department over the next five years. The sections describe the goals and the objectives used to accomplish each goal. This is followed by each of the strategies, or specific courses of action that will be taken. Each of the strategies in this document contains a notation referring to the strategy's location in the outline of the entire strategic plan. For example, the notation "G1, O1, SA" within a strategy in Planning Area 2 would mean that strategy could be found in the Personnel Development section of the outline under Goal 1, Objective 1 and would be Strategy A. These strategies are broken down into action steps, which detail the process of enacting the strategy. Each action step has a time marker that allows the department to gauge its advancement. In addition to the time markers, progress measures are described. These are the productivity milestones that will be met along the way.

From the beginning, the goal was for the Strategic Plan to be a living document. The Executive Staff of the department will return to this plan on a regular basis to update the progress of each strategy. In Appendix B, the reader will find a table comprised of each strategy, paired with a "strategy champion." In most cases, this is the member of the Command Staff who was responsible for constructing the strategy. This person will be responsible for seeing the strategy through from start to finish.

As RPD works on these strategies, necessary changes may be developed. Timetables may need to be extended or strategy champions may need to be changed due to retirement or transfers. If a change is needed, it will be presented to the Executive Staff for consideration. It will be the responsibility of the Executive Staff to accept or reject the request. Updates to the plan, including progress reports and changes in the strategies, will be documented in Appendix C: Strategy Updates and Changes. It is important to remain accountable to the goals that have been set, and Appendix C documents this accountability.

Planning Area One

Crime Prevention and Community Oriented Government Initiatives

"Every kind of peaceful cooperation among men is primarily based on mutual trust, and only secondarily on institutions such as courts of justice and police."

Albert Einstein

Major J.C. Perry
Field Operations Division
Planning Area 1 Team Leader

Goal 1:
Enhance our working relationship with our communities

Objectives Summary:
It is the belief of the Raleigh Police Department that effective policing is dependent upon a partnership with the citizens of the city we serve. We rely on residents to take ownership of their safety and work with us to ensure that it is maintained. To that end, we will seek out opportunities to strengthen these working relationships. The Raleigh Police Department intends to view public safety holistically. We will formally partner with other city departments to help provide a full range of services that preserve our neighborhoods, fortify our homes and businesses, and give our citizens positive outlets for the energy they bring to life in Raleigh. We have already seen success with the aforementioned partnerships in the form of our Community Oriented Government teams in the Southeast District and will seek to expand these teams into other districts. These teams take advantage of the talents of existing personnel, not new resources. Our strategies for accomplishing this are outlined below.

Strategy [G1, O1, SA]: Reinvest in the Community Watch program.

Action Steps:

- **May 2010 [Ongoing] -** Crime Prevention Officers to meet monthly to ensure consistency in how they handle their duties.
- **August 2010 [Completed] –** Utilize Crime Prevention officers from each district to identify communities with previously established but currently inactive Community Watch programs.
- **August 2010 –** Utilize Crime Prevention officers from each district to identify those communities without Community Watch programs.
- **August 2010 [Completed] –** Utilize Crime Prevention officers from each district to identify those communities with active Community Watch programs.

Each of the above steps will include establishing a citizen point of contact.

- **August 2010 –** Facilitate training for all Community Beat Officers with emphasis in Community Watch philosophies and strategies.
- **August 2010—**Create a web portal for Community Watch groups to access necessary information.
- **February 2011 –** Crime Prevention officers should make contact with prospective Community Watch leaders or "Block Captains."
- **February 2011 –** Seek input from each of the newly formed Community Watch groups.
- **August 2011 –** Plan and organize an annual conference for all Community Watch chairpersons.
- **August 2013 –** Create a civilian Community Watch Coordinator position within RPD.

Progress Measures: We will measure progress and success through the documentation of revitalized and newly formed Community Watch groups. We will study the impact of these groups through the analysis of pre- and post-initiative crime data.

PLANNING AREA ONE: Crime Prevention and COG Initiatives

Strategy [G1, O1, SB]: Establish Community Field Offices in neighborhoods with greatest need.

Action Steps:

- **August 2010 [Ongoing] –** Identify districts and/or specific beats in which the activity/needs are greatest.
- **February 2011 –** Seek funding opportunities to better facilitate the implementation of this program.
- **August 2011 [Ongoing] –** Identify potential locations where a field office might be located within the designated beat areas.
- Utilize the FOCUS bus in areas with immediate need and lack of businesses or viable space available for field offices.
- **February 2012 –** Publicize the opening of the field offices through CAC meetings, media outlets, etc.
- **February 2012** - Within thirty months, equip and furnish chosen field office locations.

Progress Measures: We will measure progress and success through the budgeting process required to appropriate funds for the offices. We will also take steps to gauge the impact these offices have on public perception of police services in these areas. We will document any changes in crime statistics in these areas.

Strategy [G1, O2, SA]: Develop the concept of Community Oriented Government (COG) throughout the City of Raleigh in order to reduce crime and improve the quality of life for Raleigh residents and visitors.

Action Steps:

- **Ongoing—**Identify neighborhoods where crime rates are higher than other areas of the city and where quality-of-life concerns need to be identified and addressed.
- **Ongoing—**Schedule neighborhood meetings with residents, businesses, and various city departments to participate in discussions designed to devise strategies to address their concerns. Some of the meetings could be scheduled at the same time and venue as the monthly CAC meetings during months when there are no agenda items for the CAC meeting.
- **May 2010—**Implement COG teams with representatives from numerous city departments working together to achieve sustainable improvements in quality-of-life areas. The North and Northeast Districts will be the first two districts to implement these teams
- **June 2010** - Create a user-friendly "Quick Reference Guide" that would provide contact information for a variety of city services, and make the guide available for citizen use.
- **January 2011 –** Implement Downtown and Southwest District COG teams
- **September 2011 –** Implement the Northwest COG team.

Progress Measures: We will measure progress and success through a series of pre- and post-program initiation assessments. These assessments will include: surveys designed to assess citizen satisfaction with city services and our response to crime and quality-of-life issues, crime statistic

analysis, and documentation of quality-of-life concerns raised by citizens.

Strategy [G1, O2, SB]: Expand the city's NETForces (Nightclub Entertainment Task Force on Ordinances, Regulations, Codes, and Environmental Safety) program to address problems and issues that arise from large entertainment venues, especially those involving nightclubs.

Action Steps:

- **March 2010 -** Increase the frequency of inspections from monthly to bi-weekly.
- **July 2010 -** Have other applicable agencies that participate in the program develop a protocol for what actions will be taken for various violations.
- **July 2010 [Completed] -** Establish an e-mail group to bolster communication between the participating businesses and public safety agencies in NETForces.
- **December 2010 -** Provide NETForces coordinator with additional personnel to assist with program expansion.
- **December 2010 -** Provide quarterly training classes for new and established business owners on issues and ordinances on which NETForces focuses.
- **July 2011 -** Explore the possibility of creating a city ordinance that would require promoters to acquire a promoter's license through the City of Raleigh.
- **December 2011 -** Create a comprehensive database to track violations at these establishments, whether the violations resulted from a NETForces inspection or another means.
- **March 2012 -** Establish a dedicated phone number to serve as a "tip line" for the public to report problems at establishments with AE permits.
- **Ongoing -** Ensure that the NETForces Coordinator continues to work closely with RPD district commanders and COG Teams.
- **As needed -** Work more closely with the City Attorney's Office to assess civil penalties for repetitive violations of the Amplified Entertainment (AE) Ordinance.
- **As needed -** Inspect additional locations with amplified entertainment permits that do not fit into the traditional category of bars or nightclubs where crime rates or quality-of-life issues justify inspections.

Progress Measures: We will measure progress and success through the creation of several tools: tracking database, "tip line" phone number, and email group. We will also document progress through the generation of more frequent inspection reports, new inspection protocols, lesson plans for training sessions, issuance of civil penalties, and crime analysis reports. City job descriptions will serve as proof of new positions or changes in job responsibilities to address the expanded program. Reduced complaints at complaint locations will be a measure of success. Finally, the enactment of a new city ordinance requiring a promoter's license will serve as proof of progress in that area.

Strategy [G1, O3, SA]: Work with other city departments such as Zoning and Inspections to secure, demolish, or improve problem structures.

Action Steps:

- **September 2009 [Completed]** - Develop a problem-structure reporting system that is accessible to all officers

via RPDnet.

- **January 2010 [Completed]** - Identify all abandoned properties within the city limits, including the property owner's contact information.
- **January 2010** - Review current city ordinances pertaining to abandoned properties.
- **January 2010** - Collaborate with Inspections and Community Development regarding rooming houses in Raleigh.
- **January 2010 -** Develop a training curriculum for this effort to be delivered to officers and the community so that they are familiar with these intensified efforts and enforcement options.

Progress Measures:
We will measure progress and success with the production of the above reporting system on RPDnet, the training curriculum, the follow-up report on those structures which have received attention from city departments, and crime analysis data showing calls for service or offense reports tied to those structures over a predetermined period of time. We will also produce documentation of data gathered on problem structures and reports of these structures to city departments.

Strategy [G1, O3, SB]: Utilize the PROP (Probationary Rental Occupancy Permit) Team to address residential rental property owners whose property is found to violate minimum housing codes, zoning, noise, and nuisance party codes, and demonstrate a pattern of criminal convictions for PROP-included charges.

Action Steps [All steps completed or are ongoing as written]:

- **May 2009** - RPD will maintain an annual residential rental property registration.
- The PROP Team will immediately begin to notify landlords when a PROP-applicable violation occurs on their residential rental property.
- **September 2009** - We will conduct training on all aspects of the new civil penalties for noise and nuisance party violations. This will be done after civil citations are completed.
- **September 2009** - By August 2009, RPD officers will have the option of enforcing noise and nuisance party violations with civil citations.
- **September 2009** - RPD will begin maintaining an electronic reporting system for noise and nuisance party calls.
- Effective immediately, the PROP Team will track all PROP-applicable crimes at residential rental properties.

Progress Measures: We will measure progress and success with the production of the above-mentioned property and violation databases, the training curriculum, pre- and post-data analysis of noise and nuisance party violations, and the increase of records added to the PROP Team database. We will maintain records of violation notifications, court records of civil penalties levied, and records of training sessions delivered.

Goal 2:
Enhance Raleigh Police Department intervention with youth and families

Objectives Summary:
The Raleigh Police Department will make it a priority to bolster and sustain its efforts to combat family violence and youthful offenders with an emphasis on a holistic approach, drawing together enforcement and support services. The

creation of the Family Service Unit and the reorganization of the Family Violence Intervention Squad will consolidate resources and effort. It will be easier to refer customers to valuable services and promote better communication among officers working in this area. Better communication will lead to identifying patterns, repeat offenders, and repeat victims more quickly, thus providing earlier intervention. With criminal gangs becoming an ever-growing threat to our young people, we will concentrate efforts on preventing criminal gang activity.

Strategy [G2, O1, SA]: Create a Youth and Family Services Unit specializing in the investigation of cases centered on youth and families in need.

Action Steps:

- **January 2010 [Completed]** - Assign a Lieutenant to oversee the squads that will be assigned to the Unit.
- **January 2010** - Necessary budget considerations should be determined to accommodate the new unit.
- **January 2010** - Add two additional detectives to the new FVI Squad.
- **January 2010** - Begin assigning all physical child abuse cases to the FVI Squad.
- **February 2010 [Completed]** - Create the Youth and Family Services Unit within the Detective Division.
- **February 2010** - Reassign the Family Violence Intervention (FVI) Unit to the Youth and Family Services Unit.
- **February 2010 [Completed]** - Create a Juvenile Crimes Squad and assign it to the Youth and Family Services Unit. This will necessitate the selection of a Sergeant and initiation of a process for selecting six detectives.
- **February 2010 [Completed]** - Select a Sergeant for the Juvenile Crimes Squad.
- **March 2010 [Completed] –** Six detectives should be selected and assigned to the Juvenile Crimes Squad.
- **July 2010** - Conduct benchmarking projects regarding the placement of school resource and DARE officers, as well as better practices for a Youth and Family Services Unit.
- **July 2010** - Create a task force to look at the feasibility of placing SROs in city middle schools.
- **July 2010** - Contact the Wake County Juvenile Court Counselor's office in order to create a "team approach" to juvenile cases.
- **July 2010 [Completed] –** Reassign the DARE Officers to the Youth and Family Services Unit.
- **December 2010** - Assign one detective to a selected school in order to pilot a program of having a detective assigned to each school in addition to the SRO.
- **August 2011** - Conduct a year-end review of the juvenile squad and the FVIU to assess future needs of the units.

Progress Measures: We will measure progress and success with the production of the revised organizational chart of the Detective Division showing squad and personnel reassignments have been made. We will also document these movements with department transfer documentation. Caseload reports will serve as

confirmation that case assignments have been shifted to the new unit. Detective Division productivity measures will be revised to show work is being completed by the new Unit. Pre- and post-analysis of recidivism rates among suspects and arrestees will also serve as a gauge of success.

Strategy [G2, O1, SB]: Transfer responsibility for investigating domestic violence cases with juvenile victims to the FVI squad within the new Family Services Unit.

Action Steps:

- **January 2010 -** Reassign two detectives to the Family Violence Intervention Unit for the express purpose of investigating child abuse cases.
- **January 2010** - Begin assigning all physical child abuse cases to the Family Violence Intervention Unit once the detectives are in place.
- Conduct monthly case reviews with all members of the various supporting agencies present to determine progress and accountability.
- Annually solicit feedback from the above-mentioned stakeholders for the future and project social trends to forecast new behavior trends that directly affect family violence and child abuse cases.

Progress Measures: We will measure progress and success through several forms of documentation. We will track recidivism rates and re-victimization rates as one way of tracking success. There will be planned overall status and progress reports to the management staff of all partner agencies. There will also be documentation of the feedback data and social trends study.

Strategy [G2, O2, SA]: Provide the Raleigh Police Department and the citizens of Raleigh with the most current information concerning gang trends and characteristics. This information will enhance gang recognition and documentation.

Action Steps:

- **January 2010** - Fill the two currently vacant detective positions on the Gang Intel Unit.
- **June 2010** - Develop a curriculum with the most current methods of gang recognition and intervention techniques for RPD academy recruits.
- **June 2010** - Provide a bi-annual four-hour block of in-service instruction on the most up-to-date gang trends. This should also include prevention and intervention techniques.
- **June 2010** - Bi-annually evaluate the Gang Liaison program for each district and the role of Community Officers assuming the responsibility of Gang Liaison for their respective districts.
- **June 2010** - Add a gang data entry civilian position to the Detective Division.
- **September 2010** - Develop community education curriculum for presentations to the community regarding gang recognition and reporting.
- **January 2011** - Inform agencies and communities, where appropriate, about the warning signs of gang activity and involvement.
- Provide gang awareness information and community-based action steps on combating gangs on the Raleigh Police Department and the City of Raleigh websites.

- **School year 2010-2011** - Focus on gang prevention and intervention in the school system with education program for educators, interviews with gang-involved youth, and emphasis on preventing gang incidents in schools.
- **January 2011 –** Incorporate a brief message concerning gang activity within the Crime Stoppers program.
- Continue support for the Wake County Gang Prevention Partnership's bilingual (English and Spanish) print and radio public awareness campaign.
- Maintain an ongoing partnership with the Wake County Juvenile Crime Prevention Council.
- Continue documenting gang member intelligence in Gang Net.
- Continue to provide gang intelligence newsletters to RPD officers.

Progress Measures: We will measure progress and success with the production of the curriculum for each of the training/education programs mentioned in the above action steps. We will also track delivery of that training. We will produce written accounts of the bi-annual evaluations described above. The updated website and Crime Stoppers information will serve as documentation of our efforts at increasing public awareness through that medium. We will document increased gang member interviews and police reports as evidence of our increased activity in the schools.

Strategy [G2, O2, SB]: Seek or develop specialized training in gang activity for RPD personnel.

Action Steps:

- **December 2009** - Develop a training curriculum that will present the most effective tactics of interviewing gang members for detectives and patrol officers.
- **December 2009** - Develop a tactical training curriculum that will address the safety concerns when making contact with gang members.
- **January 2010** - Re-establish the Gang Liaison Program in which Community Officers become designated representatives, monthly meetings are held between Gang Unit and Community Officers, and Gang Unit prepares intelligence reports based on information from Community Officers.
- **January 2010** - Conduct bi-annual in-service gang training.
- **School year 2010-2011 –** Focus on gang prevention and intervention in the school system with education program for educators, interviews with gang-involved youth, and emphasis on preventing gang incidents in schools.
- **January 2011** - Continue to provide training opportunities from outside resources.
- **January 2011** - Seek and participate in cross-training with departments covering gang-heavy jurisdictions.

Progress Measures: We will measure progress and success through the production and delivery of the training curriculums dealing with gang interviews and gang tactics. We will document the assignment of Community Officers as Gang Liaison Officers. We will document the delivery of bi-annual in-service training. The production of intelligence reports by the Gang Unit will serve as evidence of the cooperation between that unit and the Gang Liaison officers. We will keep as record the curriculum developed for area educators and track delivery of that

training. Expenditures from costs incurred as the result of outside training and sending officers to cross-train in other departments will serve as verification of continued use of out-of-house resources.

Strategy [G2, O2, SC]: Expand youth intervention programs to reduce gang activity.

Action Steps:

- **March 2010 –** Research and survey other departments with successful programs to help establish benchmarks for starting our program.
- **March 2010 –** Establish operating guidelines and goals for the Raleigh program.
- **March 2010 –** Complete and review a geographic analysis of juvenile crime statistics.
- **May 2010 –** Meet with community leaders in the at-risk areas in order to utilize their input and build partners to support the objectives of this goal.
- **May 2010 –** Prepare a budget for the program, including potential costs and benefits.
- **May 2010 –** Work with the RPD Training Director to assemble a training curriculum that is consistently adapting to the ever-changing gang environment and culture.
- **May 2010** - Conduct public rollout through media campaign describing partnership with Parks and Recreation department, connecting with community mentors and volunteers.
- **August 2010 –** Working through the Raleigh Parks and Recreation Department, we will expand opportunities for youth to participate in athletics. We will start with baseball.
- **July 2010 –** Survey the community to determine what programs are needed but not yet available.
- **September 2010 –** Present statistical analysis and survey results to the City of Raleigh Parks and Recreation Department.
- **December 2010 –** Research funding for two full-time positions and budget consideration of the one Sergeant position and one officer position, contingent upon grant research.
- **December 2010 –** Contact Raleigh Police retirees concerning mentoring and assisting with the program.
- **January 2011 –** Establish a committee that will assess current resources available through the City of Raleigh Parks and Recreation Department.
- **March 2011 –** Present research findings to the Chief's Management Team.
- **April 2011 –** Present program and research findings to Raleigh City Council or Law and Public Safety Committee.
- **January 2012—**Programs expanded to include other

Planning Area Two

Personnel Development

"The reason most people never reach their goals is that they don't define them or even seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them."

Denis Watley

Major C.L. Deck-Brown
Chief's Office
Planning Area 2 Team Leader

Goal 1:

Become an even more attractive employer to current and potential employees so that we can continue to attract and retain the highest-caliber people possible

Objectives Summary:
In order for the Raleigh Police Department to be an attractive employer to both its current and potential employees, we should understand how our department compares in important employment factors with competing agencies. Once individuals become our employees, it is incumbent upon us to reward them for productivity and engagement with their assigned duties. Our department will seek to continuously improve our recruiting and retention programs in order to hire and keep the best employees possible. Those programs will be designed to not only provide us with a competent work force, but one with a rich diversity reflective of the community we serve.

Strategy [G1, O1, SA]: Conduct an annual benchmarking study of pay and benefits for a comparison with other departments.

Action Steps [Strategy completed for 2009 by Raleigh City Personnel]:

- **September (annually)** - Within 30 days from September 1 each year, create a survey to collect information from police departments regarding department make-up and basic pay and benefits to include but not be limited to, starting pay, maximum pay, and incentives.
- **September (annually)** - Within 30 days from September 1 each year, compile a list of the most comparable agencies in the Southeast U.S. in terms of population served, land area, number of officers, and other relevant factors.
- **October (annually)** - By October 1 each year, send the survey to the chiefs of each of the identified departments with a request for a response and time frame for return.
- **October (annually)** - By October 31 each year, follow up with an additional letter or phone call to the departments who have not yet responded to the survey.
- **November (annually)** - Compile data from the returned surveys and report to the Chief through a formal written document due on November 1 each year.

Progress Measures: We will measure progress and success through the production of the survey, the list of departments to be surveyed, the prepared survey packets, and the final report prepared from returned surveys. We will also maintain the returned surveys as part of the records of the project.

Strategy [G1, O2, SA]: Develop and pilot a revised performance-based evaluation system with an emphasis on proactive policing.

Action Steps:

- **June 2009 [Completed] –** Restructure evaluation system and obtain City Manager's approval.
- **November 2009 [Completed]—**Develop and conduct roll call training to provide an overview of the system and direction about the implementation phase of the new tool.
- **December 2009 [Completed]—**Complete priority performance measures for all positions within the Police Department.
- **December 2009 [Completed]—**Develop software with Van Meter & Associates or SAS to capture the required data.

- **December 2009 [Completed]—**Develop a self-reporting tool to where employees will enter data at the end of their work day and serve as an input piece for Van Meter's spreadsheet.
- **January 2010 [Completed] –** Begin utilizing the daily report, software and daily/monthly monitoring of performance measures.
- **February 2010** – Develop software with SAS to capture the required data and bend the program into the Dashboard system that captures real time crime data.
- **May 2010 [Completed]—**Launch the pilot RPD Performance Model Rating Sheet for capturing performance data. It will be the basis of daily/monthly monitoring and identifying deficiencies in need of a performance plan.
- **July 2010—**Launch pilot RPD Performance Quarterly Evaluation. These will be completed for employees utilizing the new evaluation form for performance review.
- By the 25th of each beginning quarter identify the priority performance measures that will be used for the next quarter
- Complete the cumulative final Evaluation under Pilot RPD Performance Model
- **January 2011 –** Re-evaluate Pilot RPD Performance Model evaluation system.

Progress Measures: We will measure progress and success through the production of several documents: the rewritten DOI 1102-02, a lesson plan for a block of in-service training on the new system, and the new self-reporting tool. We will also document delivery of the training to our employees. We will also conduct periodic reviews of the new system: one will be a quarterly review of the overall performance evaluation ratings, and a second will be annual re-evaluation of the performance system beginning January 1 of each year. Finally, the live use of the software for productivity tracking will be a milestone in putting this strategy into action.

Strategy [G1, O3, SA]: Develop an integrative program that identifies mentors for potential employees and partners with the community in our recruiting efforts .

Action Steps:

- **February 2010 [Ongoing]** - Within three to six months of inception, identify and seek the assistance of existing community leaders such as the police chaplains, police volunteers, CAC leaders, Weed & Seed leaders, local religious leaders, teachers, and community watch coordinators in order to identify and develop potential mentors and partners.
- **May 2010** - Within nine months, make personal contact with viable candidates to seek their assistance in the initiative.
- **February 2011** - By the start of the second year, provide training to mentors and partners in an effort to educate and communicate their role in this program.
- After each academy, and bi-annually after each graduation, develop a feedback process to elicit responses from the new recruits and mentors.
- Develop an evaluation process to monitor the partners and mentors to ensure they are promoting the ideology of the police department.
- Bring back retired RPD personnel to oversee/manage

this program, and utilize media outlets/internal communication to publicize the program and expand its prominence. Develop a plan to sustain and expand this program on a yearly basis.

Progress Measures: We will measure progress and success through the production of several data sets: the number of new officers recruited from this program on a yearly basis, the number of current officers mentored in this process, and the calculation of any changes in diversity that occur after this program begins as compared to pre-program numbers. We will also track any feedback on this program.

Strategy [G1, O3, SB]: We will foster an integration of employees, sense of teamwork and pride.

Action Steps:

- **January 2010 –** Develop programs that create career- and life-long relationships between employees, so that sworn and civilian personnel can help one another through times of crisis and stress.
- **[Ongoing]** - As each event arises on a weekly basis, support and encourage events such as holiday and/or seasonal events, including but not limited to social, charity, and athletic events or skills competition.
- **[Completed]** - Produce a calendar to display on RPDNet and create Outlook notifications to highlight weekly events and show events on a monthly basis.
- **[Ongoing]** - Continue to promote existing programs, such as the RPD Board of Awards and promotion ceremonies.
- **[Ongoing]** - The Internal Communications Coordinator will attend management meetings and keep employees up-to-date on pertinent matters within RPD through internal news bulletins.
- Stay current with better practices in employee motivation, and strive to become recognized as the police department with the most well-informed employees.

Progress Measures: We will measure progress and success through several forms of documentation. We will document the number of sworn and civilian employees involved in each activity, gather data on these issues from employee exit interviews, and track the growth or decline of interest in the events born out of this program.

Strategy [G1, O4, SA]: Develop recruiting and retention practices and procedures which will support the Department's on-going efforts to recruit a diverse workforce that more accurately represents the community.

Action Steps:

- **July 2010 –** Evaluate the current demographics of the applicant pool (available workforce) and the community profile. Evaluate our standing as it relates to any federal laws that reference affirmative action. Focus on the local applicant pool percentages as they relate to the population of eligible candidates set by our hiring practices.
- Quarterly, identify any race/gender goals within the police department in comparison to the revised local applicant pool.
- Quarterly, evaluate the impact that retirements and po-

tential vacancies will have on the race/gender makeup of the department.

- Annually research similar agencies' recruitment efforts that had a positive effect on personnel diversity.
- Bi-annually develop a specific recruiting plan that focuses on any race/gender goals within RPD as highlighted by the above comparisons.
- Annually ensure that the new recruiting/hiring practices meet the relative goals of RPD and all Equal Employment Opportunity, Affirmative Action, and other federal and state guidelines.

Progress Measures: We will measure progress and success through the collection of several data sets, including departmental demographics both before and after the institution of this strategy, and the local applicant pool. We will also document any changes made to RPD's recruitment plan as a result of this strategy being put into action.

Goal 2:
Provide our employees with the most current and high-quality training available, and provide equity in our career-development opportunities

Objectives Summary: If we are going to set high expectations for our employees, we must give them the tools to meet those expectations. We will accomplish this through implementing and sustaining the highest-quality training possible. It is our ambition to be a leader in law enforcement training and to be recognized by other departments as a "teaching department." To that end, we will expand our in-service training options, which will stress leadership, supervision, and critical performance areas. We will meet high training standards through traditional and emerging methods to include technology such as online learning.

Strategy [G2, O1, SA]: Provide training in supervision skills.

Action Steps:

- **December (annually)** - Prior to December 1 of each calendar year, develop a list of desired curricula for both in-house and out-of-house supervisory development training.
- **March (annually)** - Prior to March 1 of each year, establish a model for selection of rank-appropriate training based on the curricula developed in the above action step.
- Provide training as available based upon the first two criteria, course availability and allotted training budget.
- **October (annually)** - Prior to October 31 of each year, establish an evaluation committee to review the efficacy of the annual curriculum.
- We will study and consider whether the RPD Leadership Institute (described in the following strategy) will become the umbrella program for all leadership, supervision, and management training done by the department.

Progress Measures: We will measure progress and success by documenting the above activities through meeting notes, and production of the selection model. We will maintain records of the training received by our personnel as well as records of the expenditures to provide that training. Fi-

nally, we will document the findings of the evaluation committee at the end of each year.

Strategy [G2, O1, SB]: Expand the current RPD Leadership Institute to provide advanced leadership training to current and future leaders within the department. The expansion will include providing the opportunity for other city leaders and representatives to attend.

Action Steps:

- Continuously search for the nation's experts on leadership training.
- Complete a credentialing process so that attendees may obtain college credit for their participation in 2010 and grandfather-in prior participants.
- **January 2010 –** Determine the requirements and number of participants selected to attend SMIP, AOMP, and FBI schools.
- **March 2010** - Include "tabletop" decision-making exercises and other reality-based training to begin in the Spring 2010 Institute.
- **March 2010 –** Adjust the timing of the four-consecutive-week Institute to coincide with the 28-day/night work schedules of the participants.
- Provide three Institutes per year, with 20 to 35 participants at a time, so that the workload of the participants can be absorbed by others during their absence.
- **[Instituted March 2010]** - Allow officers with five years of experience to apply to participate in the Institute if they aspire to be leaders within RPD.
- **March 2010 –** Make completion of the Institute mandatory for Police Training Officers.
- **January 2011 –** Add additional training for upper-level command staff that may last for one week.
- **January 2011 –** Research the nation's top law enforcement agencies' in-house leadership training programs to determine the most effective and efficient curriculum and speakers for RPD's institute.
- **January 2012 –** Expand the program to include a guest lecture series for elective training during the year.
- **January 2014 –** Open the Institute to all city and public officials in order to offset the cost of the training facility and the speakers.

Progress Measures: We will measure progress and success by documenting the above activities through changes in the curriculum of the Institute made to meet the criteria of the above action steps. We will document the changes and additions in the scheduling of the Institute through the maintenance of our training calendar. We will document our research in regards to improving the Institute. Changes in RPD policy will evidence mandatory attendance requirements and optional attendance opportunities. Additions to officers' training records will demonstrate delivery of the training.

Strategy [G2, O1, SC]: Provide greater opportunities for civilian and sworn employees to select, be selected for, and attend career development training opportunities.

Action Steps:

- **December (annually)** - Prior to December 1 of

each year, develop a list of desired curricula for elective training.

- **December (annually)** - Prior to December 1 of each year, survey employees to help determine what topics they would like to see offered. This input will be used when selecting topics for state-mandated training hours.
- **December (annually)** - Track topic areas that individual employees are interested in so that selections for attendance can be made based in part on interest.
- **January (annually)** - Prior to January 1, produce and approve lesson plans for topics accepted by the committee.
- **January (annually)** - Prior to January 1, establish a delivery schedule for the selected topics for the calendar year.
- Provide training based upon the first two criteria, instructor availability and allotted training budget.
- **December (annually)** - Prior to December 31, establish an evaluation committee to review the efficacy of the provided curriculum and begin planning for the next training year.

Progress Measures: We will measure progress and success through the production of a list of desired curricula each year. We will archive accepted lesson plans submitted for the requested curricula. A training calendar will be maintained to track scheduling and delivery. Updated training records will also document delivery.

Strategy [G2, O2, SA]: Obtain accreditation for the Raleigh Police Training Center.

Action Steps:

- **Spring 2012 -** Submit contract and application to the Commission on Accreditation for Law Enforcement Agencies (CALEA) after a thorough assessment and review of their standards and RPD's ability to meet them.
- **September 2012 - February 2013 –** Submit required proofs and documents to CALEA.
- **March/April 2013 –** Schedule mock assessment four to five months prior to on-site assessment.
- **August 2013 –** Schedule on-site review.
- **December 2013 –** Receive accreditation award.

Progress Measures: We will measure progress and success through the maintenance of all records as required by the CALEA process. Receiving accreditation will be the ultimate gauge of success for this strategy.

Strategy [G2, O2, SB]: The In-Service Training Staff will create innovative in-service training methods with an emphasis on anticipating future training that will be needed.

Action Steps:

- **Ongoing** - Utilize on-line training modules whenever possible.
- **Ongoing** - Utilize the Internet for training information.
- **Ongoing** - Schedule attendance at conferences and trade shows to keep apprised of new training options. Refer possible new methods to Emerging Technology

and Innovation Committee.

- **December 2009 –** Identify a unit or group of employees to anticipate and provide future training that will be needed.
- **December 2009 –** Update subscriptions to periodicals.
- **January 2010 –** Increase the number of electronic training bulletins (monthly distribution or as needed) distributed through the city email system.
- **January 2011 –** The Internal Communications Unit will work in conjunction with the Raleigh Television Network (RTN) to produce video roll-call training and distribute copies to districts/divisions.
- **January 2011 –** Conduct small-group training sessions at the district/squad level (monthly or as needed).
- Design training methods to ensure repetition in high-liability areas.

Progress Measures:
We will measure progress and success through documentation of departmental reorganization, proof of purchase of equipment to enhance training and expenditures incurred from visiting trade shows. We will also document the delivery of novel training topics or methods to department personnel through the archiving of curricula, electronic media, and the updating of training records.

Strategy [G2, O2, SC—Completed]: Educate officers about the strategic plan, how they fit in the plan, and what the department's future priorities will be.

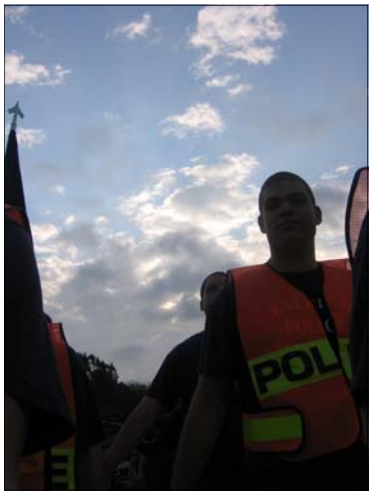
Action Steps:

- **September 2009 –** Create RPD News Flash updates concerning the Strategic Plan and distribute electronically.
- **October 2009 –** Conduct roll call training sessions at the district/division level.
- **October 2009 –** Conduct Chief's Briefings at roll calls/feedback sessions.

Progress Measures: We will document these steps through the archiving of News Flash editions containing Strategic Plan updates, documents distributed for the purpose of directing roll-call training, and schedule adjustments made to accommodate Chief's Briefings.

Strategy [G2, O2, SD]: Provide sufficient cross-training opportunities to fully develop employee skills.

Action Steps:



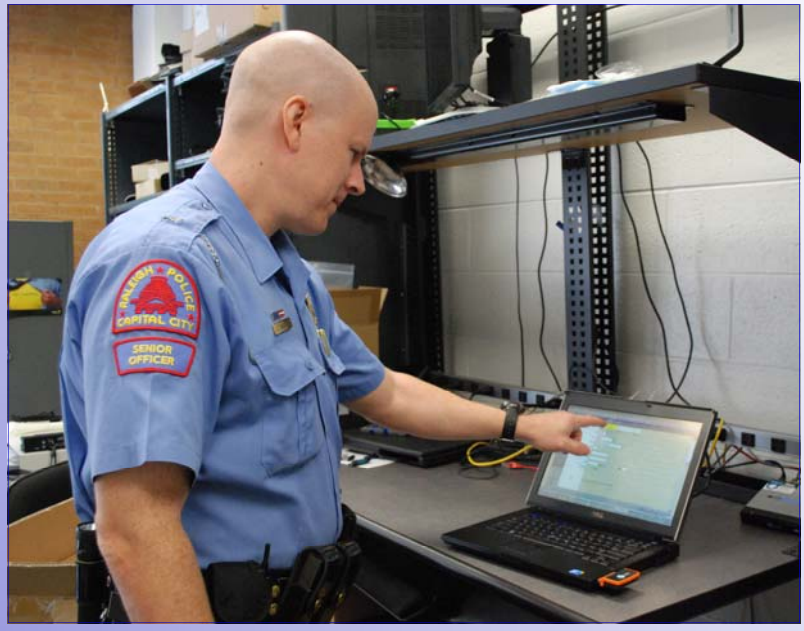
- **October 2009 –** Include question in the training survey from Goal 2 in which sworn officers are asked to name desired areas for cross-training, if any.
- **October 2009**- Create a list of possible cross-training assignments.
- **December 2009 –** Draft and submit a policy for cross-training, which includes eligibility, method of selection, and duration of assignment.
- **January 2010 –** Post openings and requirements electronically and at roll calls.
- **January 2010 –** Select individuals to participate in cross-training

assignments.

Progress Measures: We will measure progress and success with the production of a new RPD policy that addresses cross-training opportunities. We will document and track cross-training opportunities and those selected to cross-train.

Planning Area Three

Innovation and Technology



"It is a wonder what we can do if we are always doing."

George Washington

Major R.W. Grayson
Detective Division
Planning Area 3 Team Leader

Goal 1:
Employ technology where it is advantageous to improve our department's ability to reduce crime

Objectives Summary:
The technology that exists today provides an opportunity for law enforcement to be able to better serve the public. By judiciously incorporating the new technology we need into everyday operations, the Raleigh Police Department hopes to move forward and streamline interactions with the citizens of Raleigh. By putting this technology to use, RPD will function better as a department and provide better, faster service to the public. RPD hopes to utilize differential police response alternatives, replace outdated Records Management Systems, and update technology, both in patrol vehicles and throughout the department. The strategies that will be used to accomplish these goals are outlined below.

Strategy [G1, O1, SA]: Develop and implement a web-based system for use by citizens who select to self-report crime. **Strategy on hold as this may be possible with new RMS system outlined in the next strategy.

Action Steps:

- **February 2010** - Distribute report on the effectiveness of web-based police reporting systems.
- **March 2010** - Innovation and Technology team will select three possible web-based police reporting system vendors.
- **April 2010 [Ongoing]** - Collect input from both internal and external sources.
- **May 2010** - Present the web-based reporting systems from the selected three vendors.
- **July 2010** - Consensus reached on which vendor's system will be purchased.
- **November 2010** - Funds identified and a contract with vendor completed.
- **March 2011** - Web-based police reporting system will be operational.
- **March 2012 –** Cost-benefit analysis of system's first year conducted.

Progress Measures: The success of a web-based police reporting system will be measured by conducting a cost-benefit analysis after the first operational year and each year thereafter.

Strategy [G1, O2, SA]: Replace outdated Computer-Aided Dispatch (CAD) and Records Management System (RMS) software systems.

Action Steps:

- **January 2010 [Completed]** - Discuss funding possibilities with RPD Grants Manager, including the possibility of applying for federal funds.
- **January 2010 [Completed]** - Work with ECC Director on detail requirement documents.
- **August 2010** - Create a Request for Information for vendors, and review responses.
- **October 2010** - Contact agencies similar to RPD in size, and conduct site visits to gather data regarding industry solutions.
- **October 2010—**Finish reviewing RMS vendor demonstration either on or off-site.

- **January 2011** - Present program budget to City Manager.
- **March 2011** - Develop Request for Proposals.
- **July 2012** - Post Request for Proposals and establish closing date to receive bids.
- **October 2012** - Open bids, review proposals, select vendor, and have City Attorneys review and approve contracts.
- **November 2012** - Purchase hardware and software; document implementation and testing project plans.
- **January-December 2013** - Receive and install hardware, begin conversion of CAD and RMS systems to go live in 2013.

Progress Measures: We will measure progress and success by creating both a Request for Information and a Request for Proposal. We will evaluate the information that is received, and create an implementation project plan.

Strategy [G1, O2, SB]: Start to incorporate touch-screen laptops in patrol vehicles.

Action Steps [All completed with the exception of the final step]:

- **June 2009** - Purchase one touch-screen laptop, install in a patrol unit, test software, and obtain feedback.
- **July 2009** - Plan data conversion, create training documents, and schedule training for personnel.
- **August 2009** - Review the results of the beta test.
- **September 2009** - Begin to convert Field Operations patrol vehicles, working district by district.
- **December 2009** - All Field Operations personnel will be converted to Wake County Message switch using the new CAD client, and project will be completed.

Progress Measures: We will measure progress and success by documentation of the benchmarking material gathered and documentation of the implementation plan. RPD personnel will receive specific training times and locations to ensure that all personnel are familiar with the equipment and its use. Ultimately, success in this area will result in a higher percentage of "quick tasks," such as changing patrol status to "on scene" being completed by the officer.

Goal 2:
Employ technology to improve department efficiency and customer service

Objectives Summary: The Raleigh Police Department wants to ensure that it is providing the best service to citizens in the most efficient way possible. Technology offers multiple opportunities to improve service and streamline operations. RPD hopes to consolidate the multiple databases that currently exist into one database, increase the efficient use of technological and human resources within the department, and develop a process for implementing new technologies within the department.

Strategy [G2, O1, SA]: Develop a process where databases are accessible through a dashboard-type configuration based upon the concept of access consolidation.

Action Steps:

- **December 2009 [Completed]**- Begin investigation of a "better practice" process in both public and private sectors, and identify industry leaders in this arena.
- **December 2009 [Ongoing]** - Contact a vendor for development of a dashboard system on a limited scale. The dashboard would be implemented on a supervisory level and phased in throughout the department.
- **April 2010 [Completed]** - Initialize Crime Analysis and Intelligence Team and begin the process of database consolidation.
- **June 2010**—Submit a budget request to fund the dashboard plan for the 2011 fiscal year.
- **October 2010** - Identify key stakeholders from each division to assist in developing an overview of the databases that would be considered for consolidation.

Progress Measures: We will measure progress and success through ensuring compatibility of systems and by maintaining consistency. We will perform a cost-benefit analysis, and explore the possibility of sharing data with other regional law enforcement agencies based on an "information clearinghouse" concept.

Strategy [G2, O1, SB]: Expand teleworking and contracting opportunities.

Action Steps:

- **February 2010 [Completed]** - Obtain a list of positions within RPD that are participating in the telecommuting program.
- **June 2010 [Completed]** - Benchmark with similar-sized police departments to determine which positions are on a telecommuting or contracting program.
- **October 2010 [Completed]** - Compare RPD's list of telecommuting positions with the benchmarked positions of other departments. Determine if additional jobs within RPD could be performed while telecommuting or through the use of contractors or seasonal personnel.
- **February 2011 [Ongoing]** - Obtain job descriptions of potential telecommuting or contracting positions and confer with employees (via survey among other possible methods) in those positions and their supervisors in order to determine feasibility.
- **June 2011** - Conduct a cost-benefit analysis of the addition of new positions or the conversion of existing positions to telecommuting/contracting positions.
- **February 2012** - Present research to Executive Staff for review and input.
- **June 2012 –** Expand the number of positions eligible for telecommuting, contracting, and seasonal positions where appropriate.

Progress Measures: We will measure progress and success by creating a benchmarking report on these positions in surveyed police departments. We will create a production list of possible new positions, and perform a cost-benefit analysis of adding new positions. We will update job descriptions to reflect the possibility of the position operating through telecommuting, contracting, or seasonal work.

Strategy [G2, O1, SC]: Create an Equipment and Technology Committee (ETC) which will act as a filter for new products and processes, and will

select those found to be worth consideration. It will be the job of the ETC to make final recommendations to the Executive Staff regarding new products and whether they would be beneficial for the Department.

Action Steps:

- **November 2009 [Completed]**- Examine different areas of technology to determine suggestions for Advisory Expert Workgroups.
- **March 2010 [Completed]** - Determine who will be on the committee.
- **June 2010 [Ongoing]**– Once formed, the ETC will determine the initial members of Advisory Expert Workgroups which will field-test new items and report back to the ETC with recommendations.
- **August 2010**—Department policy will be reviewed and edited where appropriate to accommodate the operation of the ETC.
- **August 2010**- All new equipment, technology-based products, or any internal suggestions regarding these will be referred to the Equipment and Technology Committee (ETC).
- **August 2010**—Executive Staff will authorize field testing of any new products or processes recommended by the ETC.
- **August 2010**—Executive Staff will make final decisions regarding the adoption of new technologies.

Progress Measures: We will measure progress and success by developing a report on all areas of technology. We will create documentation regarding all recommendations made to the ETC, and all recommendations of ETC to Executive Staff.

Strategy [G2, O1, SD]: Explore the possibility of utilizing civilians to complete tasks normally assigned to sworn officers.

Action Steps:

- **January 2010 [Completed] -** Conduct a departmental survey to identify additional positions and/or tasks that could be properly completed by a civilian staff member. Identify the percentage of time that sworn officers spend conducting non-sworn activity during a shift.
- **January 2010 [Completed]** - Contact other departments to solicit input regarding civilian possibilities. Determine possible uses for civilians in new programs through "Differential Response" committee.
- **February 2010** - Consult with Police Attorney regarding legislative or ordinance changes which may be needed in order to allow professional civilians to perform non-law-enforcement required tasks such as filing reports on non-injury traffic collisions.
- **April 2010** - Identify tasks/positions that can be consolidated into a single position to make maximum use of time, and identify positions which may be able to be labeled telecommuting positions.
- **July 2010** - Perform a cost-benefit analysis; demonstrate a net increase in sworn activities per officer.
- **September 2010** - Examine feasibility of implement-

ing positions by discussing with all stakeholders in RPD's activities, and conduct surveys to examine willingness of the public to use civilian resources.

- **November 2010** - Create plan to implement any possible civilian staff positions and submit plan for approval.
- **January 2011** - Implement any possible civilian staff program.
- **January 2012** - Conduct evaluations of civilian positions, assess value of program, and modify program based on surveys.

Progress Measures: We will measure progress and success through the collection of surveys, by performing a cost-benefit analysis on the new positions, and the documentation of the plan to create or implement the new civilian positions. New job descriptions, a new organizational chart, and the production of a program evaluation after one year will also be implemented.

Goal 3:
Utilize environmentally conservative tools and processes where possible and prudent

Objectives Summary:
To take full advantage of today's most current sustainable, earth-friendly technology. We will fully support and take the lead in participating in the city's sustainability initiatives. RPD plans to institute a fleet of hybrid/electric vehicles, which will reduce the department's carbon footprint, gasoline consumption, and fuel costs.

Strategy [G3, O1, SA]: Utilize hybrid and electric vehicles to the maximum extent possible.

Action Steps:

- **April 2010 [Ongoing] -** Gather information on available green vehicles and vehicles that are in development but not currently available for production.
- **July 2010 [Completed]** - Survey other police agencies and compare them to RPD in terms of their use of hybrid/electric vehicles.
- **November 2010** - Compare carbon emissions and fuel costs of available hybrid/electric vehicles versus RPD's current vehicles.
- **March 2011** - Develop a list of current department vehicles which could be replaced with comparable hybrid/electric vehicles.
- **May 2011** - Present research to a department work group, which includes a member of Motor Fleet Management, for review and input.
- **December 2011** - Complete a cost-benefit analysis of incorporating additional hybrid/electric vehicles into the fleet.
- **June 2012** - Present research to Executive Staff for review, input, and approval.
- **August 2012** - Solicit bids from various automobile manufacturers if deemed beneficial by Executive Staff.
- **October 2012** - Review received bids.
- **November 2012** - Award contract.

- **January 2013** - Begin delivery and up-fit of hybrid/electric vehicles.

Progress Measures: We will measure progress and success with the production of a benchmarking study on the use of hybrid/electric vehicles by surveyed police departments. We will perform and document a cost-benefit analysis of implementing the use of these vehicles, and once purchased, will maintain records associated with hybrid/electric vehicles.

Planning Area Four

Infrastructure and Organization

"Moving along the upward spiral requires us to learn, commit, and do on increasingly higher planes. We deceive ourselves if we think that any one of these is sufficient. To keep progressing, we must learn, commit, and do—learn, commit, and do—and learn, commit, and do again."

Stephen R. Covey

Deputy Chief S.K. Sholar
Planning Area 4 Team Leader

Goal 1:
To expand our bricks-and-mortar infrastructure to meet the growing demands of the city and the department

Objectives Summary:

Raleigh's growth over the next five years will happen in terms of both population and geography, with the incorporation of additional land. In the fall of 2008, the City of Raleigh Department of City Planning forecasted the population for the city at five-year increments to year 2035. By 2015, the population was forecasted to be at 489,762. This is a 29 percent increase in population from the actual July 2008 population figure of 380,173. Based on current growth rates, the City Planning Department also predicted that the number of housing units within the city will jump 30 percent between the years 2005 and 2015. RPD ranks will need to grow to continue providing services in the face of these increases. As a result, we will look to the acquisition of property and the construction of new facilities to help us meet this growth. This will involve our employees working with outside contractors. It is the department's goal to estimate realistic timelines below; however, we recognize that there may be contingencies beyond our scope of control. Our strategies for accomplishing this are outlined below.

Strategy [G1, O1, SA]: Build a new police training center.

Action Steps:

- **September 2009** - Review the current project plans for a new training center to include the cost analysis for building it.
- **March 2010** - Complete a new needs assessment for building the center. This may require obtaining bids from outside vendors who would conduct the assessment.
- **July 2012** - Contract with an architectural firm to draw up plans for the new center.
- **October 2012** - Present the design plans (blueprints) to the Chief of Police, City Manager, and all appropriate city officials for approval.
- **December 2012** - Obtain bids from potential contractors.
- **March 2013** - Conduct the bidding process in order to select a contractor to build the new facility. The selection of the contractor will complete this step.
- **September 2013** - Begin construction of the new training center.
- **September 2014** - Complete construction of the new training center.
- **January 2015** - Begin training of our basic academy classes at the new center.

Progress Measures: We will measure progress and success through the production of several reports documenting our activity. These reports will include any current building plan and its budget, the new needs assessment, new design plans (blueprints), project bids from builders or vendors, and approved city budgets which show funds appropriated for the project. We will also collect all approvals from the various city offices involved in the construction. Finally, the new training center itself will serve as proof of full implementation of this strategy.

Strategy [G1, O1, SB]: Replace the RPD Range House, which will serve as a teaching facility and staff work area for the firearms range.

Action Steps:

- **October 2010 -** Complete New Study Assessment Needs.
- **December 2010 -** Present design to Chief for approval.
- **March 2011 -** Contract with an architect to design the structure.
- **June 2011 -** Present design plan to Chief and city officials for approval.
- **September 2011 -** Obtain bids from potential contractors.
- **November 2011 -** Select contractor to lead construction of the building.
- **January 2012 -** Begin construction.
- **December 2012 -** Construction complete.

Progress Measures: We will measure progress and success through the production of several documents during this process: new study assessment, and design and blueprint for the range house. We will keep records of any bids for the study assessment and the construction. The completion of the construction of the building will be the final proof of completing this strategy.

Strategy [G1, O1, SC]: Begin the acquisition of permanent, city-owned district station houses.

Action Steps:

- **July 2010 -** Projected deadline for choosing the locations of the new permanent district houses.
- **June 2010 [Ongoing] -** Wilson Estes Police Architects begin study and producing plan for the building of the new district station houses.
- **January 2011** – Production of the architectural rendering of buildings and layouts of all proposed district station houses.
- **July 2012** - Begin building the first permanent district station house.
- **August 2013 -** First free-standing permanent stationhouse is opened for operation with additional stationhouses opening at the rate of one per year thereafter.

Progress Measures: We will measure progress and success through the production of several documents during this process: design plans or blueprints for new stationhouses. We will keep records of any bids for completing the building design and the construction of each station house. The completion of the construction of each stationhouse will be the proof of following this strategy.

Strategy [G1, O1, SD]: Replace the current RPD Headquarters at 110 S. McDowell Street with the Clarence E. Lightner Public Safety Center.

Action Steps:

- **Present - December 2009 [Completed]** – Up-fit construction on Six Forks Building to accommodate move of police operations from 110 S. McDowell Street.
- **December 2009 [Completed]** – Relocate Downtown District and other sworn functions to temporary facility at 218 W. Cabarrus Street.
- **December 2009 [Completed]** – Relocate Evidence and Found

Property to the temporary facility on Cabarrus Street.

- **January 2010 [Completed] –** Complete move of remaining offices from the main station to their temporary location on Six Forks Road.
- **July 2010 –** Demolition of existing RPD Headquarters.
- **January 2013 –** Relocate all displaced offices and divisions into the new Clarence E. Lightner Public Safety Center.

Progress Measures: We will measure progress and success through the production of several documents during this process to include plans or blueprints for the new public safety center. The documentation may also include financial records, bids, or budget requests for work needed to complete the construction or moves out of the current building and back into the new one. The completion of the construction of the new public safety center will be the proof of following this strategy.

Goal 2:
Allocate staff to ensure that the goals of RPD are met in an efficient manner

Objectives Summary:
Our personnel are a valuable resource. It is incumbent upon the organization to utilize their talents and energy in as effective and efficient manner as possible while respecting what they bring to us. In order to do that, we need to effectively utilize resources in established work schedules. We will annually revise and update RPD's organization chart to ensure we are structured to best meet community and organizational needs. One of the major external demands on our officers' time is made by the court system. We will work with representatives from the court system to review how officers spend their time in court.

Strategy [G2, O1, SA]: Review division/squad schedules to ensure that a sufficient number of officers are working during key workload periods.

Action Steps:

- **February 2011** - Create a committee of officers and supervisors to research the department's overall work schedule. There should be a concentration on the Special Operations Division. Within three months, research calls for service numbers and roll calls to determine if officers' schedules correlate with key activity periods.
- **July 2011** - Within one month of completing the above step, conduct a panel with division and district commanders regarding squad schedules and potential change.
- **March 2012** - Implement any necessary changes.

Progress Measures: We will measure progress and success through documenting the assignment of personnel to the above-mentioned committee, and keeping records of meeting notes or research findings. We will document any changes to work schedules through changes in roll calls and the CAD system.

Strategy [G2, O2, SA]: Conduct a study to evaluate current effectiveness of district boundaries.

Action Steps:

- **July 2009 [Completed] –** Create an internal team consisting of three committees for the purpose of studying new district boundaries, beat boundaries, and district station-

houses.

- **August 2009 [Completed] –** Propose expansion of the Downtown District and increase in the number of beats citywide from 55 to 60.
- **October 2009 [Completed] –** Present final proposal of district realignments and additional beats along with any changes in existing beat boundaries.
- **January 2010 [Completed] –** Implement new districts and beats.
- **Annually –** Over the next five years we should be expanding by three patrol beats and four detectives a year to meet growing population and land acquisitions. This standard will be used as a guide.

Progress Measures: We will measure progress and success through documenting the assignment of personnel to the above mentioned committee, and any notes of their meetings or research. The creation of a data set from planning and CAD research will also be evidence of work on this strategy. We will preserve any documents related to a formal presentation of recommendations. The new district and beat maps will be the ultimate result of this strategy, along with personnel being reassigned accordingly.

Strategy [G2, O2, SB]: Create specialized units where the need exists.

Action Steps:

- **October 2010** - Define what a specialized unit is, and assess the current method for evaluating the efficiency and usefulness of specialized units.
- **April 2011** - Define a process for the creation or dissolution of specialized units, as well as setting evaluation standards prior to the implementation of these units.
- **May 2011** - Put the new guidelines into RPD policy.
- On an ongoing basis, create or eliminate specialized units as needed.

Progress Measures: We will measure the progress and success of this strategy by the implementation of the new RPD policy governing specialized units. We will document operation under the new policy with the changes made to our division organization charts, roll calls, and personnel assignments as a result of this policy.

Strategy [G2, O3, SA]: Conduct a study of officers' court time and implement steps to reduce inefficient use of their time.

Action Steps:

- **October 2009 [Completed]** - Form a committee of officers and supervisors to study this issue. The committee will also include the Court Liaison and Strategic Planner.
- **December 2009** - Survey other agencies to identify better practices.
- **December 2009 [Ongoing]** - Create and distribute an officer survey to determine if or how they are spending unnecessary time in court.
- **May 2010** - Conduct an internal study of current time spent in court with a concentration on the Court Liaison's court attendance and overtime records. This will include a cost-benefit analysis of the time officers are spending in court.

- **June 2010** - Add members to the committee from the Wake County District Attorney's office and the judiciary. This master committee will coordinate with RPD management to create new policies and practices regarding officers' court attendance.
- **December 2010** - Create or adjust RPD policy to address new court practices.
- **June 2011 –** Conduct a benefit analysis after instituting any new policies or schedules as a result of this strategy.

Progress Measures: We will measure progress and success through documenting the assignment of personnel to the above-mentioned committees, and keeping records of meeting notes or research findings. Work in this area will be demonstrated through the creation of a data set created by officer surveys and information collected from Court Liaison and overtime records. Formal changes to court schedules and RPD's policy governing officer court time will also serve as evidence of progress under this strategy. We will also document the benefit analysis done pre- and post-implementation.

Planning Area Five

Aggressive Crime Response and Tactics

"Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat."

Sun Tzu

Major D.W. Salmon
Special Operations Division
Planning Area 5 Team Leader

Goal 1:
Reduce crime (incident rates) in the Capital City

Objectives Summary:
Overwhelmingly, our department finds that many of our reported incidents originate in drug trade. In order to significantly reduce the overall crime numbers in the City of Raleigh, RPD must attack drug violations. To do that, we will seek to expand and vary our drug and vice enforcement efforts. However, enforcement cannot be the only tactic utilized in responding to crime; it is our belief that the community should also do its part to help reduce criminal activity. RPD will work with citizens to make it more difficult for suspects to commit crimes such as robbery, burglary, and larceny from motor vehicle. In addition to these target-hardening efforts, RPD will also put more resources into aggressive enforcement strategies designed to target violent crime offenses involving gangs and guns.

Strategy [G1, O1, SA]: Create a "club drug" unit.

Action Steps:

- **June 2010 [Ongoing]** - Within six months, survey other departments with similar programs to help establish benchmarks for starting a "club drug" unit (CDU).
- **September 2010** - Develop policy/procedure for identifying and training lateral-transfer officers who are qualified to act as undercover operatives for CDU (three months).
- **January 2011** - Research grant possibilities for funding CDU.
- **November 2011** - If grant funding is unavailable, present budget request for CDU.
- **July 2012** - Obtain grant funding and/or get budget approval.
- **August 2012** - Select detective personnel to be assigned to CDU**.**

Progress Measures: We will measure progress and success through the production of several reports or documents regarding our activity to include benchmarking efforts, grant applications, budget requests, and changes in policy and procedures. The transfer of personnel and their assignment to the new unit will substantiate progress in this strategy. Finally, the assignment of cases to detectives in this unit will demonstrate that the unit is operating.

Strategy [G1, O1, SB]: Participate in and support a local multi-jurisdictional drug interdiction unit.

Action Steps:

- **August 2009 [Ongoing]**- Continue the development of the multi-jurisdictional unit by recruiting, advertising and notifying local, state and federal agencies of the unit's existence. Develop, create and outline performance measures and duties of the unit.
- **August 2010 [Completed]**- Develop training for all personnel selected, to include objectives, guidelines and expected performance measures for the unit.
- **December 2010** - Include in 2011/2012 budget preparations a sergeant's position to supervise officers assigned to the unit.
- **January 2011**—Permanently assign a Sergeant to the unit.

Progress Measures: We will measure progress and success through the

production of several reports or documents regarding our activity to include recruiting efforts, performance measures, and duties of the unit. We will retain training records for those personnel serving in the new unit. The transfer of personnel and their assignment to the new unit will substantiate progress in this strategy. Finally, the assignment of cases to detectives in this unit will demonstrate that the unit is operating.

Strategy [G1, O1, SC]: Create a third street drug unit.

Action Steps:

- **January 2010 [Complete]** - Identify existing resources to be reallocated for staffing new unit.
- **April 2010 [Complete]** - Equip personnel for new unit with vehicles by leasing vehicles for detectives or renting used vehicles for special projects.
- **October 2010** - Create third street drug unit (Drugs and Vice Team 3). Continue gaining input on unit priorities from community meetings, CACs, CPOs, etc.
- **October 2011 –** Conduct an annual evaluation of unit success in meeting community priorities through questionnaire responses from CACs, community meetings and CPOs.

Progress Measures: We will measure progress and success through the production of several reports or documents regarding our activity to include recruiting efforts, performance measures, duties of the unit, and annual evaluation. We will retain training records for those personnel serving in the new unit. The transfer of personnel to the new unit will substantiate progress in this strategy. Finally, the assignment of cases to detectives in this unit will demonstrate that the unit is operating.

Strategy [G1, O1, SD]: Create a third Selective Enforcement Unit team.

Action Steps:

- **December 2009 [Completed] –** Plan for and request through the budget process any additional funds needed to equip third Selective Enforcement Unit.
- **January 2010** - Identify existing resources to be reallocated for staffing new unit.
- **April 2010 –** Conduct selection process for staffing the new unit according to department policy.
- **July 2010** - Equip personnel for new unit.
- **November 2010** - Create third Selective Enforcement Unit. Continue gaining input on unit priorities from community meetings, CACs, CPOs, etc.
- **March 2011 —** Third S.E.U. team fully operational.
- **August 2011 –** Conduct an annual evaluation of unit success in meeting department and community priorities.

Strategy [G1, O2, SA]: Interview convicted robbery offenders in order to enhance prevention strategies implemented through the Robbery Suppression Initiative.

Action Steps:

- **[Completed]** Establish team to create an anecdotal robbery offender questionnaire.

- **[Completed]** Questionnaire reviewed by academic professionals (Deborah Weisel, Bob Fisher and Dave Barciz) to ensure validity and reliability.
- **August 2009 [Completed]** - Draft letter to Department of Corrections officials requesting permission to interview robbery offenders.
- **November 2009 - February 2010 [Ongoing] -** Conduct offender interviews.
- **March 2010** - Create database for storing collected interview data.
- **May 2010** - Review data and enter into database. Enlist assistance from research professionals mentioned above in order to determine the best use of data obtained through interviews.
- **July 2010** - Analytical and anecdotal review of data. Create Offender Interview Report.
- **August 2010** - Presentation of review findings to command staff. Receive suggestions for target -hardening efforts.
- **November 2010** - Implementation of identified best practices through RSI. Conduct awareness training for RPD personnel regarding findings.

Progress Measures: We will measure progress and success through several forms of documentation: completed offender questionnaire, draft of DOC request, completed offender interviews, and the Offender Interview Report. The collection of data from the interviews, entry into the database, and analysis of the data will also serve as evidence of our progress in this strategy.

Strategy [G1, O2, SB]: Expand the Lock, Take and Hide program throughout the city.

Action Steps:

- **February 2010** - Identify areas that most need the program, such as apartment complexes, residential areas and shopping centers throughout the city.
- **April 2010 [Ongoing]** - Obtain the needed signage and flyers, and identify funds and sources for obtaining needed materials.
- **August 2010** - Distribute all signage, and train officers to present the program to the public.
- **February 2011 –** Conduct a crime statistics analysis of focus areas to determine if there has been any significant reduction in vehicle break-ins as a result of the program.

Progress Measures: We will measure progress and success through documentation of the reasoning behind selecting those neighborhoods most in need of the attention of this program. We will track the acquisition of materials needed to operate this program as well as the budget requests for those materials. We will develop and maintain the training curriculum used to train officers and the general public about this program. Finally, we will produce documentation of our crime analysis efforts.

Strategy [G1 O3, SA]: Develop, coordinate, and operate target-specific, anti-violent-crime initiatives.

Action Steps:

- **August 2009 [Ongoing]** - Operate joint crime initiatives with Special Operations teams and Drugs and Vice units. Joint operations are currently conducted weekly.
- **August 2009 [Ongoing]** - Conduct intra-department information-sharing sessions.
- **August 2009 [Ongoing]** - Stress beat officer accountability

through training and information to support concentration on neighborhood violent crime "hot spots."

- **January 2010** - Training staff will develop and schedule an in-service training module designed to supplement academy training. Place on in-service training calendar.
- **December 2010 –** Plan for and request a Sergeant and five Officer positions in our budget preparations in order to staff a new Gang Suppression Unit.
- **July 2011** - Create a third Gang Suppression Unit to increase availability and coverage. The selection process for the unit members will be conducted per RPD policy.

Progress Measures: We will measure progress and success by documenting the activities of joint crime-reduction operations via case reports and arrest statistics. We will also document the information shared during intra-department meetings. We will develop and maintain the training curriculum used to train officers on managing violent crime "hot spots." We will track the delivery of that training in training records. We will document the Selective Enforcement Unit selection process, as well as the reassignment of those personnel who are chosen to serve on the third team. We will do the same for the third Gang Suppression Unit. Budget requests and approvals will evidence the acquisition of any additional equipment that is needed. Pre- and post-implementation crime analysis will serve as an indicator of the success of this strategy.

Strategy [G1, O3, SB]: Prioritize violent offender prosecutions through the creation of a Dangerous Offenders Task Force (DOTF).

Action Steps:

- Wake County Prosecutors assigned to DOTF identified as ADA Jeff Cruden, Matt Lively and Stephanie Davis.
- Meeting between Wake County DA's Office and RPD Investigative Command Staff held to create DOTF criteria and establish parameters used to identify DOTF candidates.
- Prioritized prosecution of identified offenders acknowledged through Investigative Division morning meetings, case updates, felony arrest reports, and other inter-departmental communication.
- **September 2009 [Completed]** - Create a DOTF database to track all cases accepted for prosecution.
- **April 2010** - Monitor effectiveness of unit and determine whether current staffing levels of DOTF prosecutors and RPD officers is sufficient. Review personnel issues at this time, after six months of DOTF operation. Set performance goals at getting violent offenders from arrest to disposition in 90 days, down from 120 and decrease our dismissal rate in these cases by 1/3.
- **November 2010** - Case review for first twelve months will be completed at this time, and press releases will be issued about DOTF success stories.

Progress Measures: We will measure progress and success through documenting the assignment of personnel to the DOTF and their efforts through case reports. The creation of the DOTF database and its analytical products will serve as milestones for this strategy. Pre- and post-implementation analysis will be conducted as a measure of effectiveness in increasing sentences and lowering recidivism.

Goal 2:
Improve RPD's reaction to crime

Objectives Summary:
As part of the inherent mandate RPD receives from the Raleigh community, it is imperative that we strive for excellence in our reaction to crime. We want to not only enhance the quality of our response to calls, we want to enhance the quality of our case work when those initial calls become ongoing investigations. In essence, we strive to be at our best when we first encounter our customers during difficult situations, as well as when we work with them through the aftermath toward a satisfactory resolution.

Strategy [G2, O1, SA]: Develop community policing teams for each district.

Action Steps:

- **Immediate [Completed]** - Write a job description and job responsibilities for the position of Community Policing Officer.
- **February 2010 –** With the assistance of the community and RPD crime analysts, identify a specific beat within each district that would benefit most from the implementation of this initiative.
- **March 2010 –** Obtain necessary equipment and uniforms for each of the new Community Police Officer positions.
- **April 2010 [Ongoing]** - Develop training curriculum and train Community Policing Officer teams. Training curriculum will consist of CPTED training, public speaking, advanced crime prevention training, and other topics.
- **April 2010** - Open positions for additional Community Policing Officers.
- **May 2010** - District Commander reviews applicants and selects team.
- **May 2010** - Identify focus areas and establish CPO substations within those areas.
- **May 2010 –** Coordinate with community leaders, community watch groups, CACs, etc. in the chosen areas to seek input on what problems/issues/concerns need to be addressed.
- **June 2010** - Apply for grants to support positions. Awaiting decision on COPS grant for 36 positions with the goal of a decision rendered by August 2010.
- **June 2010 -** Implement CPO teams.
- **June 2010** - Mobilize RPD FOCUS bus as a temporary substation.
- **September 2010** - Work with business owners on possibly sharing space with CPO teams.
- **December 2010** - Identify city-owned property and transition to substations.
- **August 2011 –** Assess the overall effectiveness of the new Community Police Officers to include public perception, officer performance, and crime statistics.
- **August 2012 –** Seek funding, either through the budget, or grant applications, to expand this initiative to every beat in the city with the ultimate goal of adding one officer per district each fiscal year.

- **August 2013** - Organize and host statewide community policing conference. RPD personnel will host the conference and discuss community policing strategies with participants from other law enforcement agencies.
- **January 2013** - Select host committee and sub-committees and assign tasks.
- **March 2013** - Identify and secure conference site.
- **May 2013 -** Secure funds to host event, and seek speakers and instructors for conference.
- **Annually** - Benchmark with other agencies to explore more efficient ways to respond to calls for service.

Progress Measures: We will measure progress and success through the creation of job descriptions for these positions and inclusion of these descriptions in our written policy. We will track the process of selecting and transferring these officers into the new positions. Grant applications will serve as evidence of seeking that type of funding. In addition, budget items will evidence that we have set aside funds to staff the positions and provide the officers with necessary equipment. All training will be supported by lesson plans and additions to the officers' training records. The acquisition and adaptation of space in neighborhoods for the community police officers will be supported by lease or purchase agreements and budget requests. Analysis of crime statistics by department crime analysts will serve as indications of success in reducing crime in the community policing neighborhoods. The contracting, purchasing and accounting process required by the City of Raleigh will serve as proof of our progress in hosting a community policing conference.

Strategy [G2, O2, SA]: Develop our capacity for internal crime scene processing.

Action Steps:

- **March 2010 [Completed]** - Benchmark other jurisdictions that have internal crime scene processing units.
- **May 2010 [Ongoing]** - Arrange for discussions with CCBI regarding how RPD personnel can supplement their efforts by processing lower priority crime scenes that they are unable to process due to budgetary limitations, but which are of concern to Raleigh citizens.
- **May 2011** - Develop model of crime processing unit and how it will function based on best practices and limitations.
- **2010/2011** - Complete cost-benefit analysis of using internal crime processing personnel compared to providing additional funding to CCBI.
- **May 2013** - Begin budget discussions, and secure funding for positions and equipment needed.

Progress Measures: We will measure progress and success through documenting the meetings and discussions we have with CCBI while moving toward adding this capability to our services. Our model and job descriptions for personnel who might be handling these duties will be supported by written department policy. Changes in our budget will reflect any additions in overall personnel levels and the acquisition of equipment and space needed. A written presentation of the cost-benefit analysis conducted while considering this expansion will evidence that effort.

Strategy [G2, O2, SB]: Install video surveillance technology in public areas, parking decks, and other targeted locations.

Action Steps:

- **October 2009 [Completed]** - Develop internal team of qualified persons to investigate and evaluate technological tools to be used and the manner in which to most effectively use them.
- **February 2010 [Completed]** - Benchmark other jurisdictions that are using video surveillance technology in public locations. This should include trips to other departments with established and proven camera programs.
- **February 2010** - Develop RPD policy to include who will operate the system, and how covert and overt video camera intelligence will be used considering the collaboration with the Fusion Unit. This should include plans to determine where to place cameras based on community input and crime rates and patterns.
- **May 2010 [Completed]** - Explore legalities of the use of cameras in public locations and address any related issues.
- **2011** - Develop a system for determining where cameras would be placed. Review community -nominated target locations and community feedback and compare it to on criminal activity in the suggested locations.
- **2011** - Consult with RPD Grants Manager about obtaining grant money for additional cameras and equipment to expand the program.

Progress Measures: We will measure progress and success through documenting our benchmarking process, law review and legal advice, and recommendations for the department made based on our research. Any changes in department policy as a result of the use of these cameras will be made in written form. Grant applications will serve as evidence of our efforts to seek funding. Collection of data from community feedback and crime analysis work will support our pre-implementation efforts and post-implementation effectiveness.

Strategy [G2, O2, SC]: Expand the computer forensics unit.

Action Steps:

- **December 2009** - Re-evaluate the current unit to determine what additional personnel and equipment would be needed to adequately handle computer crime caseloads.
- **May 2010** - Determine what personnel, training and equipment are needed.
- **May 2010** - Conduct a cost-benefit analysis to determine the viability of external contracting for specific processes if such contracting would be less expensive and still provide legally sound analysis acceptable as evidence in court cases.
- **August 2010** - Price out any additional necessary personnel, training, and equipment in order to include funds in budget requests or grant applications.
- **December 2010** - Hire the needed additional civilian personnel as determined by the aforementioned evaluations, and complete process to fill detective positions for the unit.**December 2010** – Include any additional personnel and equipment requests in our budget proposal for the coming fiscal year.

Progress Measures: We will measure progress and success through documenting our re-evaluations of the current state of the unit and recommendations for expan-

sion. A written presentation of the cost-benefit analysis conducted while considering this expansion will evidence that effort. Grant applications will serve as evidence of our efforts to seek funding. The addition of personnel and equipment will be reflected in our budget. New capabilities or rules of operation for the expanded unit will be reflected in changes to department policy. Productivity evaluations and crime analysis of computer-related offenses will be completed on regular basis as a gauge of the unit's efficiency and effectiveness.

***This strategy is on hold in favor of placing a detective on the existing FBI computer crimes task force.**

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Deputy Chief S.K. Sholar
Major C.L. Deck-Brown
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Major M.R. Teem
Captain C. Bertram III
Captain A.C. Davis
Captain R.J. Daigle
Captain T.L. Earnhardt
Captain N.D. Grodi
Captain C.L. Hurst
Captain J.L. Medlin
Captain H.C. Miller
Captain A.D. Nichol
Captain J.C. Perry
Captain K.S. Swinson
Lieutenant D.A. Brugger
Lieutenant C.A. Carrigan
Lieutenant C.L. Cosper
Lieutenant S.M. Deans
Lieutenant G.B. Dixon
Lieutenant C.E. Haines
Lieutenant B.L. Kennon
Lieutenant D.W. Linthicum
Lieutenant A.B. Lull
Lieutenant R.A. Murr
Lieutenant P.A. Niemann
Lieutenant P.M. O'Neal
Lieutenant D.L. Regentin
Lieutenant K.H. Riggsbee
Lieutenant T.N. Tomczak
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Lawrence Cullipher,
Information Services Director
Sherry Drafts, Training Director
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Police Psychologist

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Lydian Altman
Paul Caldwell
Margaret Henderson
Gordon Whitaker

Appendix A: Strategic Plan Outline

PLANNING AREA 1: Crime Prevention and Community Oriented Government Initiatives

Goal #1: Enhance our work relationships in communities

Objective 1: Partner with citizens to make our communities safer.
- A. Reinvest in the Community Watch program.
- B. Establish Community Field Offices in neighborhoods with greatest need.

Objective 2: Partner with other city government departments to make our communities safer and improve the overall efficiency and effectiveness of services.
- A. Develop the concept of Community Oriented Government (COG) throughout the City of Raleigh in order to reduce crime and improve the quality of life for Raleigh residents and visitors.
- B. Expand the city's NETForces (Nightclub Entertainment Task Force on Ordinances, Regulations, Codes, and Environmental Safety) program to address problems and issues that arise from large entertainment venues, especially those involving night-clubs.

Objective 3: Prevent crime by addressing problem structures and buildings in communities
- A. Work with other city departments such as Zoning and Inspections to secure, demolish, or improve problem structures.
- B. Utilize P.R.O.P. (Probationary Rental Occupancy Permit) Team to address residential rental property owners whose property is found to violate minimum housing codes, zoning, noise, and nuisance party codes, and demonstrate a pattern of criminal convictions for PROP-included charges.

Goal #2: Enhance Raleigh Police Department intervention with youth and families

Objective 1: The Raleigh Police Department should enhance and sustain its efforts to combat family violence and youthful offenders with an emphasis on a holistic approach.
- A. Create a Youth and Family Services Unit specializing in the investigation of cases centered on youth and families in need.
- B. Transfer responsibility for investigating domestic violence cases with juvenile victims to the FVI squad within the new Family Services Unit.

Objective 2: Concentrate efforts on preventing criminal gang activity
- A. Provide the Raleigh Police Department and the citizens of Raleigh with the most current information concerning gang trends and characteristics. This information will enhance gang recognition and documentation.
- B. Seek or develop specialized training in gang activity for RPD personnel.
- C. Expand youth intervention programs to reduce gang activity.

PLANNING AREA 2: Personnel Development

Goal #1: Become an even more attractive employer to current and potential employees so that we can continue to attract and retain the highest caliber people possible

Objective 1: Employ a benchmarking process to assess our standing in the field.
- A. Conduct an annual benchmark study of pay and benefits for a comparison with other departments.

Objective 2: Encourage and reward productivity and engagement.
A. Develop a pilot revised performance-based evaluation system and obtain City Manager's approval.

Objective 3: Enhance recruitment and retention.
A. Develop an integrative program that identifies mentors for potential employees and partners with the community in our recruiting efforts.
B. We will foster an integration of employees, sense of teamwork, and pride.

Objective 4: Recruit and retain a diverse workforce reflective of the larger community.
A. Develop recruiting and retention practices and procedures which will support the Department's ongoing efforts to recruit a diverse workforce that more accurately represents the community.

Goal #2: ***To provide our employees with the most current and high-quality training available, and provide equity in our career-development opportunities***

Objective 1: Expand in-service training in diverse subject matters.
A. Provide training in supervision skills
B. Expand the current RPD Leadership Institute to provide advanced leadership training to current and future leaders within the department. The expansion will include providing the opportunity for other city leaders and representatives to attend.
C. Provide greater opportunities for civilian and sworn employees to select, be selected for, and attend career development training opportunities.

Objective 2: Enhance in-house training resources and opportunities
A. Obtain accreditation for the Police Training Center
B. The In-Service Training Staff will create innovative in-service training methods with an emphasis on anticipating future training that will be needed.
C. Educate officers on the strategic plan, how they fit in the plan, and what the department's future priorities will be.
D. Provide sufficient cross-training opportunities to fully develop employee skills.

PLANNING AREA #3: Innovation and Technology

Goal #1: ***Employ technology where it is advantageous to improve our department's ability to reduce crime***

Objective 1: Utilize differential police response alternatives.
A. Develop and implement a web-based system for use by citizens who select to self-report crime.

Objective 2: Update technology and standardize its use.
A. Replace outdated Computer-Aided Dispatch (CAD) and Records Management System (RMS) software systems.
B. Start to incorporate touch-screen laptops in patrol vehicles.

Goal #2: ***Employ technology to improve department efficiency and customer service***

Objective 1: Increase the department's efficient use of technological and human resources.
A. Develop a process where databases are accessible through a dashboard-type con figuration based upon the concept of access consolidation.
B. Expand telecommuting and contracting opportunities
C. Create an equipment and technology committee.
D. Explore the possibility of utilizing civilians to complete tasks normally assigned to sworn officers.

Goal #3: ***Utilize environmentally conservative tools and processes where possible and prudent***

Objective 1: Institute a "green" fleet of vehicles
A. Utilize hybrid and electric vehicles to the maximum extent possible.

PLANNING AREA #4: Infrastructure and Organization

Goal #1: ***To expand our bricks-and-mortar infrastructure to meet the growing demands of the city and the department***

Objective 1: Acquire new structures which satisfy current needs, but also help prepare the department and city for future growth.
A. Build a new police training center.
B. Replace the RPD Range House, which will serve as a teaching facility and staff work area for the firearms range.
C. Begin the acquisition of permanent, city-owned district station houses.
D. Replace the current RPD Headquarters at 110 S. McDowell Street with the Clarence Lightner Public Safety Center.

Goal #2: ***Allocate staff to ensure goals of RPD are met in an efficient manner***

Objective 1: Reduce 'wasted time' in work schedules.
A. Review division/squad schedules to ensure sufficient number of officers are working during key workload periods.

Objective 2: Restructure and update the RPD organization chart to ensure we are set up to best meet community needs.
A. Conduct a study to evaluate current effectiveness of district boundaries.
B. Create specialized units where the need exists.

Objective 3: Complete a comprehensive review of officer court time and how it is generated.
A. Conduct a study of officers' court time and implement steps to reduce inefficient use of their time.

PLANNING AREA #5: Aggressive Crime Response and Tactics

Goal #1: ***Reduce crime (incident rates) in the Capital City***

Objective 1: Expand drug and vice enforcement efforts.
A. Create a "club drug" unit
B. Create a drug interdiction unit

C. Create a third street drug unit.
D. Create a third Selective Enforcement Unit team.

Objective 2: Increase target hardening efforts
A. Interview convicted robbery offenders in order to enhance prevention strategies implemented through the Robbery Suppression Inititiative
B. Expand the Lock, Take and Hide program throughout the city.

Objective 3: Increase aggressive enforcement strategies designed to target violent crime offenses related to gangs, drugs, and illegally possessed firearms.
A. Develop, coordinate, and operate target-specific, anti-violent crime initiatives.
B. Prioritize violent offender prosecutions through the creation of a Dangerous Offenders Task Force (DOTF).

Goal #2: Improve RPD's reaction to crime

Objective 1: Enhance the quality of our response to calls.
A. Develop community policing teams for each district.

Objective 2: Enhance case investigation.
A. Develop our capacity for internal crime scene processing.
B. Install video surveillance technology in public areas, parking decks, and other targeted locations.
C. Expand computer forensics unit.

Appendix B: Strategy Champions

STRATEGY	STRATEGY CHAMPION
Reinvest in the Community Watch program.	Capt. A.B. Lull
Establish Community Field Offices in neighborhoods with greatest need.	Capt. A.B. Lull
Develop the concept of Community Oriented Government (COG) throughout the City of Raleigh in order to reduce crime and improve the quality of life for Raleigh residents and visitors.	Capt. A.B. Lull
Expand the city's NETForces program to address problems and issues that arise from large entertainment venues, especially those involving nightclubs.	Capt. R.J. Daigle
Work with other city departments such as Zoning and Inspections to secure, demolish, or improve problem structures.	Major J.C. Perry
Utilize P.R.O.P. Team to address residential rental property owners whose property is found to violate minimum housing codes, zoning, noise, and nuisance party codes, and demonstrate a pattern of criminal convictions for PROP-included charges.	Major J.C. Perry
Create a Youth and Family Services Unit specializing in the investigation of cases centered on youth and families in need.	Lt. K.H. Riggsbee
Transfer responsibility for investigating domestic violence cases with juvenile victims to the FVI squad within the new Family Services Unit.	Lt. K.H. Riggsbee
Provide the Raleigh Police Department and the citizens of Raleigh with the most current information concerning gang trends and characteristics.	Capt. A.D. Nichol
Seek or develop specialized training in gang activity for RPD personnel.	Capt. A.D. Nichol
Expand youth intervention programs to reduce gang activity.	Michael Ballen, Community Policing Programs Coordinator
Conduct an annual benchmarking study of pay and benefits for a comparison with other departments.	Sgt. K.S. Anderson
Develop and pilot a revised performance-based evaluation system with an emphasis on proactive policing.	Capt. C. Bertram & Capt. D.L. Regentin
Develop an integrative program that identifies mentors for potential employees and partners with the community in our recruiting efforts.	Lt. C.E. Haines
We will foster an integration of employees, sense of teamwork, and pride	Lt. C.E. Haines
Develop recruiting and retention practices and procedures which will support the Department's ongoing efforts to recruit a diverse workforce that more accurately represents the community.	Lt. C.E. Haines
Provide training in supervision skills.	Capt. T.L. Earnhardt
Expand the current RPD Leadership Institute to provide advanced leadership training to current and future leaders within the department.	Dr. J. Erickson & Capt. D. Poteat (Ret.)
Provide greater opportunities for civilian and sworn employees to select, be selected for, and attend career development training opportunities.	Capt. T.L. Earnhardt
Obtain accreditation for the Raleigh Police Training Center	Sherry Drafts, Training Director

Appendix B: Strategy Champions

STRATEGY	STRATEGY CHAMPION
The In-Service Training Staff will create innovative in-service training methods with an emphasis on anticipating future training that will be needed.	Sherry Drafts, Training Director
Educate officers on the strategic plan, how they fit in the plan, & what the department's future priorities will be.	Sherry Drafts, Training Director
Provide sufficient cross-training opportunities to fully develop employee skills.	Sherry Drafts, Training Director
Develop and implement a web-based system for use by citizens who select to self-report crime.	Capt. A.B. Lull
Replace outdated RMS and CAD software systems.	Lawrence Cullipher, I.S. Manager
Start to incorporate touch-screen laptops in patrol vehicles.	Lawrence Cullipher, I.S. Manager
Standardize technology and layout in patrol vehicles.	Lt. T.N. Tomczak
Develop a process where databases are accessible through a dashboard-type configuration based upon the concept of access consolidation.	Sgt. T.A. Klein
Expand telecommuting and contracting opportunities.	Capt. C. Cosper
Create an equipment and technology committee.	Lt. T.N. Tomczak
Explore the possibility of utilizing civilians to complete tasks normally assigned to sworn officers.	Lt. D.W. Linthicum
Utilize hybrid & electric vehicles to the maximum extent possible.	Lt. T.N. Tomczak
Build a new police training center	Capt. P.M. O'Neal
Replace the RPD Range House, which will serve as a teaching facility and staff work area for the firearms range.	Capt. P.M. O'Neal
Begin the acquisition of permanent, city owned district station houses.	Capt. P.M. O'Neal
Replace the current RPD Headquarters at 110 S. McDowell Street with the Clarence E. Lightner Public Safety Center.	April Morris
Review division/squad schedules to ensure that a sufficient number of officers are working during key workload periods	Capt. G.B. Dixon
Conduct a study to evaluate current effectiveness of district boundaries.	Capt. G.B. Dixon
Create specialized units where the need exists.	Capt. G.B. Dixon
Conduct a study of officers' court time & implement steps to reduce inefficient use of their time.	Capt. G.B. Dixon
Create a "club drug" unit.	Lt. C.A. Carrigan
Create a drug interdiction unit.	Capt. B. Kennon
Create a third street drug unit.	Lt. C.A. Carrigan
Create a third Selective Enforcement Unit team.	Capt. S.M. Deans
Interview convicted robbery offenders in order to enhance prevention strategies implemented through the Robbery Suppression Initiative.	Lt. R.A. Murr
Expand the Lock, Take and Hide program throughout the city.	Capt. B.L. Kennon

Appendix B: Strategy Champions

STRATEGY	STRATEGY CHAMPION
Develop, coordinate, and operate target specific anti-violent crime initiatives.	Capt. S.M. Deans
Prioritize violent offender prosecutions through the creation of a Dangerous Offenders Task Force (DOTF).	Lt. C.E. Haines
Develop community policing teams for each district.	Capt. K.S. Swinson
Develop our capacity for internal crime scene processing.	Lt. R.A. Murr
Install video surveillance technology in public areas, parking decks, and other targeted locations.	Lt. R.A. Murr
Expand computer forensics unit.	Lt. R.A. Murr

Appendix C: Strategic Plan Modifications & Notes

10/21/09

Following the Management Team meeting on 10/21/09, the Strategy Champions for three of the strategies in Planning Area One were changed. Responsibility for 1) *Provide the Raleigh Police Department and the citizens of Raleigh with the most current information concerning gang trends and characteristics* and 2) *Seek or develop specialized training in gang activity for RPD personnel* was transferred to Capt. A.D. Nichol. Responsibility for *Expand youth intervention programs to reduce gang activity* was transferred to Michael Ballen, Community Policing Programs Coordinator.

11/18/09

Pursuant to the information relayed during the Management Team meeting on 11/18/09, the following updates and changes were made to the five year plan:

Planning Area 1: Crime Prevention and Community Oriented Government Initiatives

- Goal 1, Objective 1, Strategy A: The first three steps are underway.
- Goal 1, Objective 1, Strategy B: Several steps ongoing.
    - Step 3: New potential offices at 1100 N. Raleigh Blvd and Shaw University
    - Step 4: Buses located at Martin & Haywood Streets and 500 Block of Bragg St.
- Goal 1, Objective 2, Strategy A:
    - Step 2: First COG meeting held in Southeast District on 10-28-09
- Goal 1, Objective 2, Strategy B:
    - Step 1: Deadline extended to March of 2010
- Goal 1, Objective 3, Strategy A:
    - Step 1 completed
- Goal 1, Objective 3, Strategy B: All steps have been completed or are ongoing as written.

Planning Area 2: Personnel Development

- Goal 1, Objective 1, Strategy A: This strategy was completed by City Personnel this year.
- Goal 2, Objective 2, Strategy D: New step added in which officers are surveyed as to where they would like to cross-train in the department, if anywhere.

Planning Area 3: Innovation and Technology

- Goal 1, Objective 2, Strategy B: Only the last step remains to be completed. The completion date has been changed from January 2010 to December 2009.
- Goal 2, Objective 1, Strategy A: Significant changes to steps and deadlines.
    - Step 1 completed December 2009 with Mythics and SAS identified as industry leaders and a site visit to Memphis PD Fusion Center.
    - Mythics is currently developing the limited scale system in Step 2 with an initial estimated cost of $50,000.
    - The steps were re-ordered and submission of a budget request in 2011 was eliminated.
- Goal 2, Objective 1, Strategy B: Changed name of strategy to "Expand teleworking and contracting opportunities" to match city-wide terminology. Included considering Information Response Technicians as possible teleworkers.
    - Step 1 completed
- Goal 2, Objective 1, Strategy C:
    - Step 1 completed.
- Goal 2, Objective 1, Strategy D: Deadlines for first two steps will be extended into 2010.
- Goal 3, Objective 1, Strategy A: The new strategy champion is Lt. T.N. Tomczak

Planning Area 4: Infrastructure and Organization

- Goal 1, Objective 1, Strategy B: Funds for project are frozen. Timetable for new range house needs to be pushed out one to two years. Timetable on document adjusted for additional year.
- Goal 2, Objective 2, Strategy A:
    - Step 1: Tentative "go live" date for new district boundaries is 1/1/10

Planning Area 5: Aggressive Crime Response and Tactics

- Goal 1, Objective 1, Strategy B:
    - Step 1 is ongoing with a detective and K9 officer informally assigned. Same have handled 41 cases so far.
    - Step 2 completed.
- Goal 1, Objective 2, Strategy A:
    - Step 1 completed

03/01/10

Pursuant to the information relayed during the Management Team meeting on 3/1/10, the following updates and changes were made to the five year plan:

Planning Area 1: Crime Prevention and Community Oriented Government Initiatives

- Goal 1, Objective 1, Strategy A:
    - Steps 1 & 3 completed
    - Crime Prevention Officers will start meeting once a month to help further accomplish this strategy.
- Goal 1, Objective 3, Strategy A:
    - Step 2 completed.
- Goal 2, Objective 2, Strategy B:
    - Capt. Nichol named strategy champion.
- Goal 2, Objective 2, Strategy C:
    - Michael Ballen named strategy champion.

Planning Area 2: Personnel Development

- *Planning area team should identify strategy champion changes as soon as possible.
- Goal 1, Objective 2, Strategy A:
    - Steps and deadlines were revised and updated by Capt. Regentin
    - Starting their second quarter.
    - Electronic daily working well.
    - Hope to put out spreadsheet to supervisors in the 2nd quarter.
- Goal 1, Objective 3, Strategy A:
    - Step 1 is ongoing.
    - Want to develop partnerships with historically black colleges and female colleges, and women's organizations. This would be to help increase minority employee numbers.
    - Lt. Haines & Sgt. Keith going with Michael Ballen to community meetings to spread recruiting material to increase the number of local people who apply and become officers.
    - *Department supports the idea of identifying mentors. We need to identify folks inside the department to stay in touch with potential recruits. Simply visiting college campuses does not suffice. We are the most successful in this area when someone makes a personal recommendation.
- Goal 1, Objective 3, Strategy B:
    - Steps 2, 4, & 5 are ongoing.
    - Step 3 is complete.

- Goal 1, Objective 4, Strategy A:
  - Deadline in Step 1 extended to July 2010.
  - *The last CALEA meeting gave department some focus for working on minority recruitment. According to that meeting, the department is not currently deficient in this area, but should be on guard to prevent it from becoming so.
- Goal 2, Objective 1, Strategy A:
  - Step 3: *Next Sunday's with Chief will be 3 hour block of training on leadership over the next 4 or 5 months (July—August 2010)
    - *Inspections will be using Sunday mornings for troop inspections
- Goal 2, Objective 1, Strategy B:
  - Step 2: Will need to increase hours that students work individually (according to N.C. State) standards.
    - *Contact Peace, Shaw, and other local institutions to see if they will give credits for the Leadership Institute, then maybe N.C. State will also offer credit.
  - Step 3: *AOMP and cross-training has been suspended for now.
  - Step 7: All Sergeants as of this date have completed the program. Instituted policy of accepting applications for attendance to the Institute.
  - Likely spending $1,000 per person. If each person went individually by car it would cost between
  - $3,000 to $4,000.
  - Are using student evaluations to make instruction decisions. It improved evaluation scores by the students from class one to class two.
  - Looking at how to do a pre and post test for institute students.
  - Bringing outside agencies into sending students.
  - Would have to schedule a year in advance if we wanted to try and run four consecutive weeks instead of one week each month for 4 months.
  - Want to integrate civilian staff more often where we can.
- Goal 2, Objective 1, Strategy C:
  - Step 2: The draft for the first training survey in this strategy is due March 31st, 2010.
- Goal 2, Objective 2, Strategy B:
  - *Department is to develop training in crime scene management and the Incident Command System with input on both subjects from the Chief.
- Goal 2, Objective 2, Strategy C:
  - *Updated, printed copies of the strategic plan are to be distributed to the districts.
- Goal 2, Objective 2, Strategy D:
  - *The department needs to document how we offer and select employees for "choice" assignments. Down the road, the assignments may help determine promotions. So, we may need to justify how we make those selections.

<u>Planning Area 3: Innovation and Technology</u>

- Goal 1, Objective 1, Strategy A:
  - All of the possible new RMS vendors (see Goal 1, Objective 2, Strategy A) have a web based opportunity for citizens. We do not necessarily need an outside vendor just for that portal.
  - We want to make sure we have the opportunity to validate data citizens submit in these reports in order to maintain the integrity of the data going into our reporting data.
- Goal 1, Objective 2, Strategy A:
  - Step 1: Completed. We have put in for a grant for a new RMS system.
  - Step 2: Ongoing. ECC reports being 3 years out from replacing CAD system.

    - Step 3: We have talked to four vendors about the new RMS system: Interact, Tiburon, Sunguard, & New World.
        - Vendors want to come in over the next couple months to collect information.
        - We will invite several vendors back for a couple of days of demos and then wait to receive the grant money, if approved.
- Goal 1, Objective 2, Strategy B:
    - *Need to set a "fully implemented" date for the laptop project.
- Goal 2, Objective 1, Strategy A:
    - Sgt. T.A. Klein is now the strategy champion of this strategy.
    - Step 1: Completed. Benchmarking trips taken to Baltimore, New York, and Memphis.
    - Step 2: SAS reported a dashboard system would cost us $600,000 over the next three years. Mythics reported it would cost $50,000.
    - *SAS has become cost prohibitive. Will continue to look at Mythics and explore developing this project with internal resources.
    - Step 3: April 15th is the target opening date of the R.I.C.
    - Team wants to create an intelligence database with Ibase or I2.
    - CJ Leads is another product/project that would be beneficial.
- Goal 2, Objective 1, Strategy B:
    - Step 2: We have been engaged in benchmarking and appear to be a leader in the area.
    - Step 3: Completed
    - Step 4: A questionnaire will be utilized in completing this step.
- Goal 2, Objective 1, Strategy C:
    - Steps 1 and 2 are ongoing.
    - ETC will be comprised of a Captain from each division.
    - The ETC will be guided by advisory work groups.
    - On a yearly basis, would review incoming equipment and technology.
    - Six advisory work groups will be created. There will be four members and one Captain to each group.
    - *ETC should look forward to anticipate what the next standards will be (ex: patrol rifle) and make sure we are ready to embrace it.
- Goal 2, Objective 1, Strategy D:
    - Only one major research study was found on the issue and it was in Canada, where agencies reported around 25% of staff were civilian. We are at 15%.
    - Have not found a recommended level from CALEA. Will reach out to IACP for a recommendation.
    - Six areas came up over and over again during work on this issue: 1) IMAP type service such as debris in roadway, 10-46's, slim-jim requests, 2) payroll duties, 3) mental commitment services like paper transfers, 4) civilian investigative technicians like running call histories, starting the case jackets, DCI runs, 5) graffiti reporting and removal, & 6) civilian response to 10-50's. Many of these could be handled by a volunteer.
    - *Department loses civilian positions the quickest. So adding "civilianized" positions to do sworn work will be limited due to budget considerations.
    - *We should look to expand the idea of desk officers or civilians doing traffic accident reports.
- Goal 3, Objective 1, Strategy A:
    - There are several hundreds of models of vehicles which are considered "green."
    - Step 2: It appears we will mainly be looking at hybrid and ethanol vehicles after speaking with agencies around the country.
    - No other agency uses hybrids for patrol work other than one in Colorado which uses a hybrid 4x4 Escape.

Planning Area 4: Infrastructure and Organization

- Goal 1, Objective 1, Strategy A:
  - Money for the design is there. However, we will not know until May 2010 if the department will have the funds to build a new academy.
  - *If the Lightner Public Safety Center is rejected by City Council, the new academy will become a larger priority.
- Goal 1, Objective 1, Strategy B:
  - Funds for the new range house are still "frozen." They will continue to be frozen until the City Manager determines it is prudent to release them.
  - The money is in the C.I.P. and there are place holders in the budget for this year.
- Goal 1, Objective 1, Strategy C:
  - Department would like to have the architects for this project back on board in April 2010.
    - From then it will take 60-90 days before plans are completed.
    - Currently, the Executive Staff have approximate locations in mind.
  - *Southeast District should be the first of the permanent stationhouses, followed by the Northeast District.
- Goal 1, Objective 1, Strategy D:
  - Currently, the status of the new Lightner Building is uncertain with a City Council vote pending.
- Goal 2, Objective 2, Strategy A:
  - All steps completed with the exception of the final step which establishes milestones over the next five years.
- Goal 2, Objective 2, Strategy B:
  - Currently, the department is behind on the timetable.
  - *Timetable is to be extended by a year.
- Goal 2, Objective 3, Strategy A:
  - Work on this strategy has not begun in earnest yet.
  - The Raleigh Police Department may be joined in its concerns by other agencies.
  - New timetable is needed.
  - *This may be a good research project for a N.C. State graduate student.

Planning Area 5: Aggressive Crime Response & Tactics

- Goal 1, Objective 1, Strategy A:
  - Step 1: Begun. There is a concern with starting a unit under current budget constraints.
- Goal 1, Objective 1, Strategy B:
  - Current Triangle area unit up and running well.
  - RPD has two officers assigned to the unit, with Sgt. Wescoe as informal supervisor.
  - Step 2: Completed.
  - *Step 3: Changed to budgeting for a permanent supervisor for officers assigned to the multi-jurisdictional task force. This step to be completed in December 2010 for 2011/2012 budget.
- Goal 1, Objective 1, Strategy C:
  - Steps 1 and 2 are complete
  - Need a supervisor to complete the staffing of the 3rd unit.
  - *We will need to amend our budget to include fleet for the 3rd unit.
- Goal 1, Objective 1, Strategy D:
  - Selection process was run in December 2009 with six receiving approval and one moved to SEU for two ten man teams

- Five are left on the list and waiting for selection.
- We will need to have a new process for a selection list.
- Step 1: Budget requests for the third team have been presented to the Chief.
- Step 5: Timetable for creation of third team moved to November 2010.
- Step 6 (new): Third team fully operational by March 2011
- Step 7: Timetable moved to August 2011

- Goal 1, Objective 2, Strategy A:
  - Focus groups (as opposed to individual interviews) at two facilities have been approved by DOC (from the letter of request). Detective Huger is currently working with DOC to make that happen.
- Goal 1, Objective 2, Strategy B:
  - Proposed that department asks participants (apartment complexes, shopping malls, etc.) to help offset costs by enrolling them in the program and asking for a fee.
  - To keep the same density with signage, we would need 1000+ signs.
  - Proposed pushing out the timeline until after district realignment.
- Goal 1, Objective 3, Strategy A:
  - Step 1: Ongoing with buy-busts, CAGI grant projects
  - Working with City Attorney's office to close down "hot spots" or chronic problem locations.
  - Robbery Suppression projects still being run.
  - Step 3: Ongoing
  - Step 4: Training in this strategy will be conducted during in-service training sessions in the fall of 2010
  - Push back creation of Gang Suppression Unit due to budget and staffing concerns. Perhaps November 2010 for proposal and up and running by July 2011.
- Goal 1, Objective 3, Strategy B:
  - There is a desire to improve statistics concerning time of arrest to time of case disposition, and maximum time awarded at sentencing.
  - *Step 5: Set performance goals at getting violent offenders from arrest to disposition in 90 days, down from 120 and decrease our dismissal rate in these cases by 1/3.
- Goal 2, Objective 1, Strategy A:
  - Step 1: Completed
  - Step 2: Still awaiting decision on grant funds. Hope to know results by May 2010.
  - Step 4: Deadline moved to April 2010.
- Goal 2, Objective 2, Strategy A:
  - Step 2: Ongoing
  - Met with Wake County D.A. who was supportive of non-critical incident processing by our department. He asked that we have uniformity with any other agencies doing their own processing in Wake County.
- Goal 2, Objective 2, Strategy B:
  - Step 1: Completed
  - Step 2: Completed. Team went to Fresno, CA which has the same system we are using. Most agencies benchmarked do not have a formal policy as there was some fear it would be used against them and want to maintain some freedom with regards to placement of cameras. Will we have a policy?
  - Case law supports the use of cameras in public places.
- Goal 2, Objective 2, Strategy C:
  - We are in the process of deciding what to do with this unit. There is an option to send two detectives to the FBI Task Force instead of keeping our own unit operational.

- Should consider hiring a second person to do forensic work.
- There is a recommendation against outsourcing any forensic work to civilians.

05/25/10

Pursuant to the information relayed during the Management Team meeting on 5/25/10, the following updates and changes were made to the five year plan:

Planning Area 1: Crime Prevention and Community Oriented Government Initiatives

- Goal 1, Objective 1, Strategy A:
  - A new Step 1 was added in which Crime Prevention officers are meeting monthly to ensure consistency in how they handle their duties. All other steps shifted down one spot.
  - A new Step 6 was added in which a web portal for Community Watch groups to access necessary information and resources.
- Goal 1, Objective 1, Strategy B:
  - Steps 1 & 3—Ongoing
- Goal 1, Objective 2, Strategy B:
  - Step 3—Completed
- Goal 2, Objective 1, Strategy A:
  - Steps 1, 5, 7, 8, 9, & 13—Completed
- Goal 2, Objective 2, Strategy C:

Planning Area 2: Personnel Development

- Goal 1, Objective 2, Strategy A:
  - Steps 1-6—Completed
  - New Step 8 added to address the launch of the RPD performance model rating sheet in May of 2010. Same has been completed.
  - New Step 9 added to address the launch of the RPD Performance Quarterly Evaluation.
  - New Step 10 added which describes the deadline for identifying the performance measures that will be used for each quarter.
  - New Step 11 added in which the department will begin utilizing the Final Evaluation under the new model.

Planning Area 3: Innovation and Technology

- Goal 1, Objective 1, Strategy A:
  - This strategy has been put on hold. It is now possible to obtain the web-based reporting system with the new RMS system in Goal 1, Objective 2, Strategy A. This would prevent the purchase of two separate products.
  - If this option is needed more quickly, we can create an in-house tool to use until the new RMS system. Will begin looking at its development.
- Goal 1, Objective 2, Strategy A:
  - Step 2—Completed
  - Step added (new Step 5). It reads "Finish reviewing RMS vendor demonstration either on or off-site."
- Goal 2, Objective 1, Strategy A:
  - Mythics is the front running vendor for the dashboard system. Would be web-based, run call histories, Top Cop numbers, and more. Would pull from CAD and KOPS systems.
  - SAS determined to be cost-prohibitive.
  - Step 3 completed.
  - New Step 4 added: submit a budget request to fund dashboard plan for 2011 fiscal year.

- Goal 2, Objective 1, Strategy B:
  - Step 2—Completed.
  - Step 4: Created a survey for a set of employees to complete.
  - We are ahead of the curve in comparison to other agencies who allow tele-working. None of the benchmarked agencies allow sworn employees to tele-work.
  - Generally, municipal government do not use it very much.
- Goal 2, Objective 1, Strategy C:
  - Step 2—Completed
  - Step 3—Ongoing
  - Step 4 added to address any necessary policy changes.
  - Step 5 (previously Step 4)—Deadline extended from July 2010 to August 2010.
  - The last four to five steps were consolidated, time frames added, or combined into the description of the strategy itself.
  - Final step added to address policy changes created by this strategy.
- Goal 2, Objective 1, Strategy D:
  - Survey in Step 1 revealed the following got the top votes for "civilianization":
    - Crash investigation (received most votes)
    - IMAP services (2nd)
    - ERP entry—a district "super user" was suggested
    - Mental commitments. This would be a statutory issue. We could consider privatizing these services but it would be at a financial cost.
    - Investigative assistants could be considered. This may not be suitable for interns or volunteers due to the sensitive nature of the case information.
    - Graffiti was a suggestion but the web based reporting strategy may help with reducing the # of graffiti reports taken by officers.
    - IRT's could expand the number of types of reports they take. Sgt. Hepps is currently working on a presentation regarding this idea.
  - COPS grant might help fund civilian positions which in turn would free up the time of officers.
  - We have to ask, "If we are not talking about eliminating sworn positions, how do we demonstrate real savings?"
- Goal 3, Objective 1, Strategy A:
  - Step 1—Ongoing
  - Steps which need to be added to this strategy include:
    - The education of employees on the full use of our existing "green vehicles."
    - Testing vehicles and "green" technology as it becomes available through the city. This could include new electric models (Nissan Leaf), charging stations, up-fit existing vehicles to utilize propane technology.
    - Assign an officer to the city's Project Get Ready, a greening program to push green technology through all city departments.

<u>Planning Area 4: Infrastructure and Organization</u>

- Goal 1, Objective 1, Strategy A:
  - We did not receive design money as planned. Currently it is in the City's CIP for 2012 budget with building money in the 2013 budget. The timeline in all the affected steps of this strategy will adjusted accordingly.
- Goal 1, Objective 1, Strategy B:
  - As of this updated, money for this project is still frozen.
- Goal 1, Objective 1, Strategy C:

  - Step 2 was begun early, in June 2010 and is ongoing.
  - Steps 4 & 5—Timelines adjusted by one year due to lack of funds in upcoming budget. Anticipating funds being available in 2012.
- Goal 1, Objective 1, Strategy D:
  - Steps 1-4—Completed
  - Remainder of strategy is on hold until City Council approves a building plan.
- Goal 2, Objective 2, Strategy B:
  - Step 1—Completed
  - Lt. Dixon recommended not drafting a formal policy, which was one of the steps in this strategy._However, if policy us adopted then recommends:
    - Division commanders make a statement of recommendation if unit is to be continued.
    - Chief should review that statement for approval.
    - Policy should list all specialized units currently in operation.
- Goal 2, Objective 3, Strategy A:
  - Step 1—Completed
  - Step 3—Ongoing. Form being created to gather data from officers

<u>Planning Area 5: Aggressive Crime Response and Tactics</u>

- Goal 1, Objective 1, Strategy A:
  - This strategy is the furthest out from completion of the drug response strategies.
  - Step 1—Ongoing.
- Goal 1, Objective 1, Strategy B:
  - Step 4 added to permanently assign a Sergeant to the unit.
- Goal 1, Objective 1, Strategy C:
  - New vehicles were approved through budget and expect for the new unit to be fully staffed within next few months after promotions.
- Goal 1, Objective 1, Strategy D:
  - Capt. S.M. Deans is the new strategy champion following the retirement of Capt. J. Medlin.
- Goal 1, Objective 2, Strategy A:
  - Lt. Murr is the new strategy champion following the retirement of Capt. A.D. Nichol
  - Steps 2 & 3—Completed.
  - Step 4—Ongoing
  - Data collection and analysis on hold due to small amount of data collected as few offenders will to participate.
- Goal 1, Objective 2, Strategy B:
  - Step 2—Ongoing. Will need 466 signs at a $4,000 cost for citywide coverage.
- Goal 1, Objective 3, Strategy A:
  - Capt. S.M. Deans is the new strategy champion following the retirement of Capt. J. Medlin.
- Goal 1, Objective 3, Strategy B:
  - Lt. Carrigan is the new strategy champion
  - Step 6—Time frame extended to November 2010, to make it a twelve month review.
  - DOTF operating since May 2009
  - Step 4—Completed
  - Meeting with all stakeholders needed to determine what kind of press release to create for Step 6
- Goal 2, Objective 1, Strategy A:

  - Step 2—Reapplying for COPS Grant in June 2010 and possibly know by August 2010.
  - Step 4—Ongoing. Will not send officers to NCJA for certification course. Developing internal curriculum to include CEPT
- Goal 2, Objective 2, Strategy A:
  - Step 1—Completed
- Goal 2, Objective 2, Strategy B:
  - Steps 1, 2, & 4—Completed
- Goal 2, Objective 2, Strategy C:
  - Currently, we believe it is in our best interest to put a Detective on the FBI task force as opposed to expanding out own unit.

*Chief's Comment